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REPORT OF 1956 SOUTHERN CALIFORNIA REPUBLICAN CAMPAIGN

SUBMITTED BY

HENRY KEARNS, CHAIRMAN

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REPORT OF 1956 REPUBLICAN CAMPAIGN

FOR

SOUTHERN CALIFORNIA

INCLUDING EISENHOWER-NIXON PRESIDENTIAL,  
SENATORIAL, CONGRESSIONAL AND STATE LEGIS-  
LATIVE ACTIVITIES.

THE RESPONSIBILITY ASSIGNED TO THIS COMMITTEE IS THAT OF CONDUCTING THE CAMPAIGN FOR PRESIDENT AND VICE PRESIDENT AND SUPERVISING ALL REPUBLICAN ACTIVITIES FOR THE TEN SOUTHERN COUNTIES OF CALIFORNIA. THE AUTHORITY WAS ASSIGNED BY THE CALIFORNIA REPUBLICAN STATE CENTRAL COMMITTEE, THE NATIONAL COMMITTEEMAN FOR SOUTHERN CALIFORNIA, THE CHAIRMAN OF THE LOS ANGELES COUNTY CENTRAL COMMITTEE AND WITH THE CONCURRENCE OF THE PRINCIPAL CANDIDATES.

THIS REPORT WILL ATTEMPT TO SET FORTH THE EXPERIENCES, OBSERVATIONS AND PROBLEMS OF THE 1956 CAMPAIGN AND TO MAKE IT POSSIBLE TO PASS ON TO FUTURE CAMPAIGNS, RECOMMENDATIONS RESULTING FROM THIS OPERATION. TO DO THIS IN THE MOST EFFICIENT AND EXPEDITIOUS MANNER, THE OBSERVATIONS WILL BE PRESENTED IN ALPHABETICAL ORDER AND NOT NECESSARILY IN THE ORDER OF IMPORTANCE.

AS PART OF THE "MASTER REPORT", AN ANALYSIS WILL BE INCLUDED BY EACH OF THE DEPARTMENT HEADS INVOLVED IN THE CAMPAIGN. THESE REPORTS WERE REQUESTED AT THE CONCLUSION OF THE CAMPAIGN AND ARE PRESENTED IN THEIR ORIGINAL FORM. IN SOME CASES, THE OBSERVATIONS OF THE PERSONS REPORTING MAY DIFFER FROM THAT OF THE CHAIRMAN IN WHICH CASE, IT IS DESIRED THAT THE READER TAKE INTO ACCOUNT ANY DIVERGENT VIEWS THAT ARE EXPRESSED.

" A "

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## ABSENTEE BALLOTS

AN ANALYSIS OF THE RESULTS OF THE ABSENTEE BALLOTING LEAVES NO DOUBT THAT "OUR CANDIDATES" WILL RECEIVE FROM TWO-THIRDS TO THREE-FOURTHS OF THE TOTAL ABSENTEE BALLOTS CAST. FOR THIS REASON, IT BECOMES MOST DESIRABLE TO CONCENTRATE UPON A PROGRAM TO SECURE THE VERY MAXIMUM COVERAGE IN THE ABSENTEE BALLOT FIELD.

FORMS WERE SECURED FOR THE SOUTHERN CALIFORNIA HEADQUARTERS AND MADE AVAILABLE TO OUTLYING AND LOCAL HEADQUARTERS. CONTACT WAS MADE WITH HOSPITALS, SANITARIUMS AND OTHER LOCATIONS WHERE POTENTIAL ABSENTEES COULD BE FOUND. THE RECEPTIONIST AT THE HEADQUARTERS HAD THE NECESSARY INFORMATION TO ANSWER QUESTIONS AS THEY WERE PRESENTED. PLACARDS WERE PREPARED FOR POSTING IN STRATEGIC LOCATIONS, URGING PEOPLE TO PREPARE FOR ABSENTEE BALLOTING WHERE NECESSARY.

## RECOMMENDATION

A AMANGER SHOULD BE APPOINTED EARLY IN THE CAMPAIGN TO MAKE FULLEST POSSIBLE USE OF THE ABSENTEE BALLOT MECHANISM. CONTACT SHOULD BE ESTABLISHED WITH HOSPITALS, SANITARIUMS, TRAVEL AGENCIES, AND AIRLINE AND RAILROAD OFFICES TO SECURE THEIR COOPERATION IN DISTRIBUTING APPLICATIONS FOR ABSENTEE BALLOTS. ALL PRECINCT ORGANIZATIONS SHOULD BE SCHOOLED IN THE USE OF THE ABSENTEE BALLOT AND GIVEN SUFFICIENT SUPPLIES TO INSURE COVERAGE OF EVERY AREA.

DISTRIBUTION OF APPLICATIONS AND DESCRIPTIVE MATERIAL SHOULD BE AVAILABLE NO LATER THAN THIRTY DAYS PRIOR TO THE CLOSING OF THE ABSENTEE BALLOT FILING DATE. DETAILED INSTRUCTIONS UPON THE APPLICATION AND CASTING OF THE BALLOTS SHOULD BE PREPARED IN MOST SIMPLE TERMS. THIS INFORMATION SHOULD BE AVAILABLE TO ALL CAMPAIGN WORKERS AND TO POTENTIAL ABSENTEE VOTERS.

## ADVERTISING

THE OPERATION OF THE CAMPAIGN REQUIRING THE GREATEST AMOUNT OF MONEY IS THE ADVERTISING FIELD. THIS AREA ALSO HAS MUCH TO DO WITH THE MORALE OF THE CAMPAIGN ORGANIZATION AND THE GENERAL IMPRESSION THAT THE PUBLIC GETS REGARDING THE PROGRESS OF THE CAMPAIGN OPERATION.

ALL MEDIA WAS USED DURING THIS CAMPAIGN. BUMPER STRIPS AND WINDSHIELD STICKERS WERE PREPARED, LITERATURE OF A GENERAL NATURE AND, IN SOME CASES TO MEET SPECIFIC PROBLEMS, SPECIAL LITERATURE WAS PREPARED. MATS FOR LOCAL NEWSPAPER ADVERTISING WAS MADE AVAILABLE TO COMMUNITY AND AREA CAMPAIGN LEADERS. A WIDE RANGE OF ADVERTISING COPY AND ART WORK WAS DEVELOPED AS THE CAMPAIGN PROGRESSED. RADIO AND TELEVISION TIME WAS PURCHASED AND PRODUCED. IT IS BELIEVED THAT FOR THE MONEY EXPENDED, GOOD COVERAGE WAS SECURED DURING THIS RECENT CAMPAIGN.

## RECOMMENDATION

THE IMPORTANCE OF THE ADVERTISING PORTION OF THE CAMPAIGN LEADS US TO RECOMMEND THAT A CAPABLE ADVERTISING MANAGER BE APPOINTED EARLY IN THE CAMPAIGN AND THAT A CONTRACT BE EXECUTED WITH A SUITABLE ADVERTISING AGENCY, PREFERABLY ONE WHO IS FAMILIAR WITH POLITICAL CAMPAIGN ADVERTISING. THE FOLLOWING SPECIFIC STEPS SHOULD BE TAKEN:

- 1 - A BOARD OF STRATEGY COMPOSED OF FROM THREE TO FIVE KNOWLEDGEABLE PEOPLE SHOULD BE MADE AVAILABLE FOR ADVISING ON THE PREPARATION OF ADVERTISING COPY.
- 2 - AS MUCH LEAD TIME AS POSSIBLE SHOULD BE PROVIDED IN THE PREPARATION OF NEWSPAPER AND MAGAZINE COPY.
- 3 - BILLBOARDS SHOULD BE RESERVED NO LESS THAN SIX MONTHS BEFORE THE ELECTION. A MINIMUM OF 100% COVERAGE SHOULD BE PROVIDED FOR EACH OF THE ELEMENTS OF THE CAMPAIGN, NAMELY, PRESIDENTIAL, SENATORIAL, GUBERNATORIAL, CONGRESSIONAL AND STATE LEGISLATIVE. GREAT THOUGHT SHOULD BE GIVEN TO THE COPY OF THE "PAPER" TO BE POSTED ON THE BOARDS. IT SHOULD BE SIMPLE BUT COLORFUL AND DESCRIPTIVE.
- 4 - "TIME" RESERVATIONS SHOULD BE MADE FOR RADIO AND TELEVISION SPOTS AT LEAST NINETY DAYS BEFORE THE CAMPAIGN ENDS. BY FOLLOWING THIS PRACTICE, GOOD "TIMES" CAN BE SECURED AT THE VERY MINIMUM COST. THIS WOULD MINIMIZE THE LAST MINUTE RUSH WHICH RESULTS IN BUYING OF POOR TIME AT HIGH PRICES.

ADVERTISING - RECOMMENDATION CONT'D

- 5 - ADVICE OF EXPERIENCED ADVERTISING PEOPLE IN THE PREPARATION OF RADIO AND TELEVISION SPOTS WILL SAVE MONEY AND INCREASE THE EFFECTIVENESS. FOR EXAMPLE: DURING THIS RECENT CAMPAIGN, POOR ADVICE RESULTED IN THE PREPARATION OF TELEVISION SPOTS THAT WERE OF TOO GREAT A TIME LENGTH FOR USE. AS A RESULT, THE PRODUCTION COST WAS LOST AND THE CAMPAIGN LOST THE EFFECTIVENESS OF VERY WORTHWHILE MESSAGES.
- 6 - INASMUCH AS ADVERTISING ACCOUNTS FOR APPROXIMATELY 75% OF THE TOTAL EXPENDITURES IN A CAMPAIGN, THIS DESERVES THE GREATEST POSSIBLE ATTENTION BY TOP MANAGEMENT.

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### BIRTHDAY CELEBRATION

ONE OF THE ACTIVITIES OF THE 1956 CAMPAIGN WAS THAT OF CELEBRATING PRESIDENT EISENHOWER'S BIRTHDAY, OCTOBER 13 AND 14. THIS ACTIVITY WAS ASSIGNED TO OUR SPECIAL EVENTS DEPARTMENT AND INCLUDED THE COOPERATION OF ALL VOLUNTEER GROUPS.

A MEETING WAS HELD TEN DAYS PRIOR TO THE BIRTHDAY CELEBRATION OF THE HEADS OF ALL SOUTHERN CALIFORNIA VOLUNTEER ORGANIZATIONS. A DISCUSSION WAS ENCOURAGED RESULTING IN THE SUGGESTION OF A GREAT NUMBER OF ACTIVITIES THAT WOULD BE APPROPRIATE. A TECHNIQUE WAS USED FOR THE DEVELOPMENT OF IDEAS AND COOPERATION WHICH WAS KNOWN AS "BRAIN STORMING". IN THIS TECHNIQUE, THE REPRESENTATIVES OF ALL VOLUNTEER ORGANIZATIONS WERE SEATED AROUND A TABLE AND IN ROTATION CLOCKWISE, EACH WAS ASKED TO SUGGEST A PROJECT FOR THE BIRTHDAY CELEBRATION. NO MORE THAN ONE SUGGESTION WAS MADE AT A TIME BUT AFTER THE CIRCLE HAD BEEN COMPLETED, EACH MAKING A SUGGESTION, THE PROCESS WAS REPEATED UNTIL EVERYONE HAD MADE AS MANY SUGGESTIONS AS THEY HAD IN MIND.

THE RESULT WAS AN EXCEPTIONALLY FINE SCHEDULE OF EVENTS AND A GENERAL FEELING THAT EVERY ORGANIZATION HAD THE OPPORTUNITY TO PARTICIPATE. THE PROPOSED ACTIVITIES WERE THEN ASSIGNED TO RESPECTIVE ORGANIZATIONS FOR EXECUTION WITH THE SOUTHERN CALIFORNIA CAMPAIGN OFFICE CHECKING AND CO-ORDINATING AT FREQUENT INTERVALS.

A DETAILED REPORT OF THIS ACTIVITY WILL BE FOUND IN THE REPORT OF THE SPECIAL EVENTS DEPARTMENT.

### RECOMMENDATION

IT IS RECOMMENDED THAT, IF APPROPRIATE, A SIMILAR ACTIVITY COULD BE CARRIED ON IN FUTURE CAMPAIGNS. THE BIRTHDAY CELEBRATION PROVIDES A MEANS BY WHICH THE CANDIDATE CAN BE DRAMATIZED AS A "HUMAN BEING" WHO IS ENTITLED TO ALL OF THE CUSTOMARY INTERESTS AND FEELINGS OF DAILY LIFE.

## BULLETIN

STARTING SEPT 29TH, A BULLETIN WAS ISSUED EACH WEEK ADDRESSED TO EVERY PERSON WHO WAS A PART OF THE CAMPAIGN ORGANIZATION. THE FINAL MAILING LIST NUMBERED APPROXIMATELY 4500.

THE PURPOSE OF THE BULLETIN WAS TO PRESENT INFORMATION THAT WAS PERTINENT TO THE CAMPAIGN, TO OUTLINE COMING EVENTS, TO GIVE CREDIT FOR OUTSTANDING SERVICE AND TO SERVE AS A LINE OF COMMUNICATION WITH THE PURPOSE OF MAKING ALL PERSONS FEEL THAT THEY WERE ACTUALLY A PART OF THE CAMPAIGN MECHANISM.

## RECOMMENDATION:

IT IS RECOMMENDED THAT A BULLETIN OF SIMILAR NATURE BE PRODUCED FOR FUTURE CAMPAIGNS, BUT THAT A STAFF WRITER BE ASSIGNED TO EDITING SUCH BULLETIN TO MAKE IT AS INTERESTING, CONCISE AND READABLE AS POSSIBLE. CAMPAIGN CHAIRMAN CAN PROVIDE THE BASIC INFORMATION BUT SELDOM HAS ENOUGH TIME TO DO A GOOD EDITING JOB.

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## CONTACT DIVISION

THE PURPOSE OF THE CONTACT DIVISION WAS THAT OF ESTABLISHING AND MAINTAINING A CONTACT WITH THE VERY WIDEST POSSIBLE AREAS OF PUBLIC INTEREST. THIS BECAME THE MOST IMPORTANT SINGLE ACTIVITY OF THE CAMPAIGN MECHANISM AND WAS DIVIDED INTO TWO SECTIONS - COMMITTEE DEVELOPMENT AND GROUP COMMUNICATION, DESCRIBED AS FOLLOWS:

### COMMITTEE DEVELOPMENT

IT WAS DETERMINED THAT ONE OF THE MOST DESIRABLE ACTIVITIES THAT COULD BE EMBARKED UPON WOULD BE THAT OF INTEGRATING INTO THE CAMPAIGN GREAT NUMBERS OF PEOPLE FROM ALL AREAS OF SOUTHERN CALIFORNIA. TO DO THIS A GROUP OF COMMITTEES WERE ORGANIZED COVERING WIDESPREAD INTERESTS AND AREAS OF CONTACT. THESE INCLUDED:

RANK AND FILE LABOR  
VETERANS  
SMALL BUSINESS  
EDUCATORS  
MEDICAL (PHYSICIANS)  
INSURANCE  
LAWYERS  
ACCOUNTANTS  
NURSES  
BARBERS  
DENTISTS  
REAL ESTATE  
CONSTRUCTION  
OSTEOPATHS  
CHIROPRACTORS  
AGRICULTURE  
CIVIC ORGANIZATIONS  
SPANISH SPEAKING  
NATIONALITY GROUPS  
ALL AMERICAN NATIONALITIES  
ETHNIC GROUPS  
INTER-FAITH

THE PROCEDURE WAS AS FOLLOWS:

STEP 1 - A SOUTHERN CALIFORNIA CHAIRMAN WAS SECURED FOR EACH OF THESE COMMITTEES. EVERY EFFORT WAS MADE TO SECURE SOMEONE WHO HAD LEADERSHIP, ABILITY AND RECOGNITION, BUT IN ADDITION, WAS WILLING TO GIVE SOME TIME AND EFFORT TOWARDS THE CAMPAIGN.

CONTACT DIVISION - COMMITTEE DEVELOPMENT - CONT'D

- STEP 2 - THE COUNTY CENTRAL COMMITTEE CHAIRMEN FOR THE TEN RESPECTIVE COUNTIES WERE REQUESTED TO SUBMIT A CHAIRMAN FOR EACH OF THE COMMITTEES ADOPTED. THE FIELD SUPERVISORS OF THE SOUTHERN CALIFORNIA CAMPAIGN OPERATION WORKED CONSTANTLY TO SECURE THESE NOMINATIONS. IN MOST CASES, COUNTY CHAIRMEN WERE COOPERATIVE BUT IN SOME CASES, THEY WERE NOT.
- STEP 3 - WHEREVER COUNTY CHAIRMEN, EITHER THROUGH NEGLECT OR LACK OF UNDERSTANDING, REFUSED TO MAKE APPOINTMENTS, FIELD SUPERVISORS SECURED THE NAMES OF CAPABLE PEOPLE WHO COULD REPRESENT THE COUNTY IN EACH OF THE CATEGORIES. THESE WERE SUBMITTED TO THE COUNTY CHAIRMAN FOR APPROVAL AND TO THE SOUTHERN CALIFORNIA CHAIRMAN OF THE PARTICULAR COMMITTEE OPERATION. IN ANY CASE, THE PERSON WAS APPOINTED AND ASKED TO DEVELOPE HIS COMMITTEE OPERATION. WHEN AN APPOINTMENT HAD BEEN MADE, A LETTER OF APPOINTMENT AND INSTRUCTION WAS IMMEDIATELY SENT TO THE APPOINTEE TOGETHER WITH A RETURN POSTAL CARD IN WHICH HE ACKNOWLEDGED THE APPOINTMENT AND GAVE AUTHORITY FOR THE USE OF HIS NAME.
- STEP 4 - COUNTY CHAIRMEN OF EACH COMMITTEE ACTIVITY WERE REQUESTED TO SUBMIT NOMINATIONS FOR A COMMUNITY CHAIRMAN IN EACH OF THE COMMUNITIES UNDER HIS JURISDICTION. UPON RECEIPT OF THESE NOMINATIONS, A LETTER WENT OUT MAKING THE APPOINTMENT AND REQUESTING A RETURN POST CARD ACKNOWLEDGING SUCH APPOINTMENT.
- STEP 5 - UPON RECEIPT OF AN ACKNOWLEDGMENT BY A COMMUNITY CHAIRMAN, AND ASSURANCE OF HIS WILLINGNESS TO SERVE, A LETTER WENT OUT ASKING HIM TO APPOINT A MINIMUM OF TEN MEMBERS TO HIS LOCAL COMMITTEE.
- STEP 6 - THE PRINCIPAL PURPOSE OF DEVELOPING CONTACT COMMITTEE APPOINTMENTS UPON THE LOCAL LEVEL IS THAT OF PRODUCING MANPOWER FOR PREDINCT AND GET OUT THE VOTE ACTIVITIES. EVERY PERSON THUS SECURED WAS ASKED TO PARTICIPATE IN THESE TWO CAMPAIGN OPERATIONS.

SUMMARY: CONSTANT SUPERVISION AND PROMOTION WAS NECESSARY TO FILL IN THE COMMITTEE APPOINTMENTS. IN ALL CASES, WHEN A NOMINATION OR AN APPOINTMENT WAS MADE, THE PERSON WAS ADDED TO THE MASTER MAILING LIST AND RECEIVED BULLETINS, CAMPAIGN SUPPLIES AND INVITATIONS TO VARIOUS CAMPAIGN FUNCTIONS.

IT IS ESTIMATED THAT THE CLOSE OF THE CAMPAIGN, APPROXIMATELY 4500 PEOPLE WERE INVOLVED IN SOME PHASE OF THIS COMMITTEE ACTIVITY. A CHART HAS BEEN DEVELOPED FOR EACH COMMUNITY IN SOUTHERN CALIFORNIA WITH THE OBJECTIVE THAT A CHAIRMAN WOULD BE APPOINTED FOR EACH COMMITTEE ACTIVITY IN EVERY COMMUNITY.

CONTACT DIVISION CONT'D

GROUP COMMUNICATION

A SEPARATE PHASE OF THE CONTACT ACTIVITY WAS THAT OF GROUP COMMUNICATION IN WHICH SOUTHERN CALIFORNIA CAMPAIGN ORGANIZATIONS FOR EACH OF THE RESPECTIVE COMMITTEES WAS ASKED TO PREPARE A SUITABLE LETTER FOR ALL PERSONS IN THAT CATEGORY OF COMMUNITY LIFE AND TO SECURE SUITABLE MAILING LISTS. AS A RESULT OF THIS WORK, THE FOLLOWING TOOK PLACE:

- 1 - CONTACT COMMITTEE CHAIRMAN WAS REQUESTED TO PREPARE A LETTER TO ALL SOUTHERN CALIFORNIA PEOPLE IN HIS CATEGORY, NAMELY, DOCTORS, ACCOUNTANTS, CIVIC LEADERS, ETC. THE PURPOSE OF THE LETTER WAS TO ASK FOR UNDERSTANDING OF THE MERITS OF OUR CANDIDATES AND TO REQUEST PARTICIPATION IN THE CAMPAIGN.
- 2 - A LETTERHEAD WAS PREPARED FOR EACH COMMITTEE SHOWING THE SOUTHERN CALIFORNIA CHAIRMAN AND A REPRESENTATIVE GROUP OF COMMITTEEMEN, PREFERABLY SELECTED UPON A GEOGRAPHIC BASIS BUT WITH DUE CONSIDERATION TO THE KNOWN LEADERS OF THE CATEGORIES.
- 3 - THE COMMITTEE CHAIRMAN WAS ASKED TO PROVIDE A MAILING LIST OF ALL PERSONS IN HIS CATEGORY.
- 4 - A CONTRACT WAS LET TO A DIRECT MAIL ADVERTISING FIRM TO PRINT THE LETTERS UPON SUITABLE LETTERHEADS, TO ADDRESS AND STUFF THE ENVELOPES AND TO MAIL THEM. THE FOLLOWING WERE THE APPROXIMATE NUMBER OF LETTERS SENT BY CATEGORIES:

AGRICULTURE	500
ACCOUNTANTS	15,000
CIVIC ORGANIZATION LEADERS	4,500
CHIROPRACTORS	1,500
DENTISTS	4,000
EDUCATORS	32,500
INSURANCE	26,000
MEDICAL	24,000
LAWYERS	15,000
OSTEOPATHS	2,100
REAL ESTATE AGENTS & BROKERS	30,000
SMALL BUSINESS	35,000

- 5 - A RETURNPOSTCARD WAS INCLUDED IN THE MAILINGS ASKING THE PERSON RECEIVING THE MAILING TO RESPOND INDICATING HIS INTEREST IN THE CAMPAIGN. A COPY OF THIS POSTCARD IS FOUND UNDER SUPPLIES SECTION.

NOTE: THE SUCCESS OF THE CONTACT OPERATION WILL BE MEASURED ENTIRELY BY THE AMOUNT OF FOLLOW-THRU AND SUPERVISION THAT IS GIVEN TO THIS ACTIVITY. IN NO CASE, WAS THE RESPONSE AUTOMATIC.

CONTACT DIVISION CONT'D

RECOMMENDATION

THE REPORT OF THE CONTACT DIVISION WILL LEAVE NO DOUBT THAT THIS ACTIVITY SHOULD BE CONTINUED AND EXPANDED. IT IS ONE OF THE MOST IMPORTANT IN THE ENTIRE CAMPAIGN. HOWEVER, TO BE TRULY EFFECTIVE, IT SHOULD BE CONDUCTED UPON A YEAR ROUND BASIS WITH THE ESTABLISHMENT AND RECRUITING OF PERSONNEL EFFECTUATED UPON A THOUGHTFUL AND SYSTEMATIC BASIS.

EXAMPLE: IF TIME ALLOWED, THE PROPER DEVELOPMENT OF THE CATEGORY, "CIVIC ORGANIZATION LEADERS", THIS WOULD BECOME MOST INFLUENTIAL IN A CAMPAIGN. IN THIS CATEGORY, IT WOULD BE EXPECTED THAT PAST OFFICERS OF SERVICE CLUBS, CIVIC AND CHARITABLE ORGANIZATIONS WOULD BE ASKED TO SERVE, STARTING WITH SOUTHERN CALIFORNIA LEADERS, COUNTY CHAIRMEN AND COMMUNITY LEADERS. IF CARRIED TO ITS FULLEST POTENTIALITY, THE PUBLIC WOULD BE GIVEN THE VIEWPOINT THAT MOST PEOPLE WHO HAVE A PUBLIC INTEREST ARE SYMPATHETIC WITH OUR CAMPAIGN. THESE PEOPLE IN TURN ARE FAMILIAR WITH ORGANIZATION AND THE DEVELOPMENT OF LARGE SCALE SUPPORT. THEIR ACTIVE PARTICIPATION IN THE CAMPAIGN COULD MEAN GREAT NUMBERS OF CAPABLE PERSONS WHO WOULD JOIN OUR EFFORTS. THIS IS ONLY ONE OF THE AREAS THAT COULD BE MOST EFFECTIVE.

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## DEPARTMENTS

THE FOLLOWING DEPARTMENTS WERE ESTABLISHED AND OPERATED IN THE CAMPAIGN MECHANISM:

COUNTY ORGANIZATION - CO-ORDINATION: THE DUTY HERE WAS TO ESTABLISH AND MAINTAIN LIAISON WITH ALL COUNTY ORGANIZATIONS AND TO WORK TOWARDS FILLING IN WHERE WEAKNESSES DEVELOPED.

RECOMMENDATION: THE MECHANISM DESCRIBED IS NECESSARY AND MUST BE USED.

COMMUNITY ORGANIZATION - CO-ORDINATION: THE DUTY HERE WAS TO ESTABLISH AND MAINTAIN LIAISON WITH ALL COMMUNITY LEADERS, INCLUDING THE ESTABLISHMENT OF HEADQUARTERS AND CAMPAIGN OPERATIONS WHEREVER REQUIRED.

RECOMMENDATION: SHOULD BE USED AND EXPANDED.

DEMOCRATS FOR IKE AND DICK: PURPOSE WAS TO PRODUCE AND RALLY A GROUP OF WELL-KNOWN DEMOCRAT NAMES AND PERSONS WHO WOULD SUPPORT THE EISENHOWER-NIXON TEAM.

RECOMMENDATION: SHOULD BE USED AND EXPANDED BUT DOES NOT DESERVE EXCESSIVE EXPENDITURES FOR HEADQUARTERS OR PERSONNEL.

INDEPENDENTS FOR IKE AND DICK: THE PURPOSE OF THIS DEPARTMENT WAS TO SECURE SO-CALLED "INDEPENDENT THINKERS" MADE UP OF COLLEGE PROFESSORS AND ADMINISTRATORS WHO WOULD INDICATE THEIR SUPPORT OF THE CAMPAIGN TEAM.

RECOMMENDATION: THIS PLAN IF ESTABLISHED EARLY IN THE CAMPAIGN, CAN BE VERY EFFECTIVE AND NEWSWORTHY.

PUBLIC RELATIONS: A PUBLIC RELATIONS COMMITTEE WAS MADE UP OF TOP PUBLIC RELATIONS EXPERTS FROM SOUTHERN CALIFORNIA TO ADVISE THE CAMPAIGN IN ITS PUBLIC RELATIONS DECISIONS, PARTICULARLY UPON THE INTERPRETATION AND USE OF PUBLIC OPINION POLLS.

RECOMMENDATION: SHOULD MEET WITH CHAIRMAN, PUBLICIST AND ADVERTISING MANAGER AT LEAST EVERY WEEK.

DEPARTMENTS CONT'D

FINANCE: INASMUCH AS FINANCING FOR THE CAMPAIGN WAS PROVIDED THROUGH THE UNITED REPUBLICAN FINANCE COMMITTEE, THE FUNCTION OF THE FINANCE DEPARTMENT WAS THAT OF MAINTAINING ADEQUATE CONTROLS AND RECORDS. FOR THIS REASON, WE SECURED THE SERVICES OF A RESIDENT PARTNER FROM ONE OF THE NATIONAL ACCOUNTING FIRMS. HE, TOGETHER WITH AN EXECUTIVE FROM HIS OFFICE, SERVED AS TREASURER AND ASSISTANT TREASURER.

RECOMMENDATION: THE PROCEDURE OF USING A RECOGNIZED ACCOUNTANT AS TREASURER, IN OUR OPINION, IS MOST SATISFACTORY. THE DIRECTIONS AND DECISIONS OF SUCH TREASURER SHOULD BE BACKED UP COMPLETELY BY THE CAMPAIGN ORGANIZATION.

ORGANIZATION CO-ORDINATING DEPARTMENT: IT WAS DETERMINED THAT A MOST DESIRABLE ACTION WOULD BE THAT OF CO-ORDINATING THE VOLUNTEER ORGANIZATIONS TO INSURE THE FULLEST POSSIBLE BENEFITS FROM THEIR WORK, TO ELIMINATE DUPLICATION, OVER-LAP AND CONFUSION. FOR THIS REASON, A CO-ORDINATING COMMITTEE WAS ESTABLISHED, MEETING ONCE A WEEK UNDER THE CHAIRMANSHIP OF A WELL RESPECTED LEADER OF THE REPUBLICAN PARTY.

RECOMMENDATION: IT IS OUR OPINION THAT THIS ACTIVITY WAS VERY MUCH WORTHWHILE. WE RECOMMEND THAT IT BE CONTINUED AND EVEN EXPANDED. WEEKLY MEETINGS WITH FULL DISCUSSION BY ALL VOLUNTEER LEADERS CAN SECURE THE VERY MAXIMUM OF EFFORT IN THE CAMPAIGN. A SECRETARY TO THIS COMMITTEE SHOULD BE APPOINTED TO TAKE MINUTES OF EACH MEETING MAILING THEM TO THE RESPECTIVE LEADERS WITHIN TWENTY-FOUR HOURS AFTER THE MEETING.

SPEAKERS' BUREAU: THIS SUBJECT WAS HANDLED AS A SPECIAL SECTION UNDER THE TITLE "SPEAKERS' BUREAU."

CAMPAIGN CO-ORDINATION COMMITTEE: THE PRACTICE OF CONDUCTING A SEPARATE CAMPAIGN OF A SEMI-AUTONOMOUS NATURE BY THE VARIOUS CANDIDATES DEMANDED THAT A CO-ORDINATING MECHANISM BE ESTABLISHED. FOR THIS REASON A DEPARTMENT WAS SET UP WITH THE TITLE OF "CAMPAIGN CO-ORDINATION". THE PURPOSE WAS TO ESTABLISH CONTACT WITH THE VARIOUS CAMPAIGN MANAGERS AND TO MAINTAIN A MEANS OF COMMUNICATION WITH EACH CAMPAIGN OFFICE TO INSURE THE VERY GREATEST POSSIBLE EXCHANGE OF INFORMATION, OBJECTIVES AND CAMPAIGN FACILITIES.

DEPARTMENTS - CAMPAIGN CO-ORDINATION COMMITTEE CONT'D

RECOMMENDATION: IT IS RECOMMENDED THAT THIS CAMPAIGN CO-ORDINATION BE CONTINUED AND EXPANDED AND THAT IT BE SET UP AS ONE OF THE FIRST ACTS OF THE CAMPAIGN, THAT REGULAR MEETINGS SHOULD BE HELD WITH RESPECTIVE CAMPAIGN MANAGERS, MINUTES OF THE MEETINGS WRITTEN AND SUBMITTED AND REPORTS MADE TO ALL CAMPAIGN CHAIRMEN AND STEERING COMMITTEE FOR THEIR GUIDANCE.

SPECIAL EVENTS: THIS SUBJECT HAS BEEN HANDLED AS A SPECIAL SECTION UNDER THE TITLE, "SPECIAL EVENTS".

CONTACT GROUPS: THIS SUBJECT HAS BEEN HANDLED AS A SPECIAL SECTION UNDER THE TITLE "CONTACT DIVISION".

SPECIAL CONTACT GROUPS: SPECIAL CONTACT GROUPS OPERATION WAS ESTABLISHED TO HANDLE SPECIFIC AND UNUSUAL PROBLEMS ARISING FROM RACIAL AND NATIONAL ORIGIN GROUPS. THIS WAS CONDUCTED SEPARATELY FROM THE GENERAL CONTACT COMMITTEE OPERATION.

RECOMMENDATION: RECOMMENDATIONS ON THIS SUBJECT ARE FOUND UNDER THE HEADING "CONTACT GROUPS".

SUPPLIES: THIS SUBJECT WAS HANDLED AS A SPECIAL SECTION UNDER THE TITLE, "SUPPLIES".

ADVERTISING: THIS SUBJECT WAS HANDLED AS A SPECIAL SECTION UNDER THE HEADING "ADVERTISING".

OFFICE MANAGEMENT: A SEPARATE REPORT ON OFFICE MANAGEMENT IS FOUND UNDER "PERSONNEL".

### DEWEY MEETING

ONE OF THE IMPORTANT OPERATIONS OF THIS CAMPAIGN WAS THE VISIT OF FORMER GOVERNOR THOMAS E. DEWEY. A COMMITTEE WAS SET UP UNDER THE SUPERVISION OF A CHAIRMAN AND INCLUDED REPRESENTATIVES FROM THE VOLUNTEER ORGANIZATIONS. THE ACTIVITY CONNECTED WITH THE DEWEY VISIT INCLUDED FIRST, A RECEPTION AT THE AIRPORT. SECOND, A FORMAL PRESS, RADIO AND TELEVISION CONFERENCE AT THE AIRPORT. THIRD, AN APPEARANCE BEFORE A RALLY HELD IN THE NEGRO SECTION UNDER THE SUPERVISION OF THE REPUBLICAN BUSINESSMEN'S ASSOCIATION. FOURTH, AN INFORMAL LUNCHEON WITH FINANCE REPRESENTATIVES. FIFTH, A CAMPAIGN WORKERS' RALLY AND TELECAST AT THE PASADENA CIVIC AUDITORIUM. IN ALL CASES, THE ACTIVITIES WERE WELL ATTENDED AND EFFICIENTLY OPERATED.

A SPECIAL EFFORT WAS MADE TO SECURE AN OVERFLOW CROWD AT THE PASADENA MEETING. IT IS ESTIMATED THAT APPROXIMATELY 1500 PERSONS PRESENTED THEMSELVES IN ADDITION TO THOSE WHO WERE ABLE TO FIND SEATS.

### RECOMMENDATION

FUTURE OPERATIONS SUCH AS THE ONE JUST DESCRIBED CAN BE EFFECTIVE IF PLANNED PROCEDURES ARE ESTABLISHED AND ADEQUATE MANAGEMENT AVAILABLE. IT IS DESIRABLE, IN OUR OPINION, TO HAVE PEOPLE TURNED AWAY RATHER THAN TO HAVE EMPTY SEATS. FOR THIS REASON, TICKETS IN EXCESS OF THE SEATS AVAILABLE SHOULD BE DISTRIBUTED. WE BELIEVE THAT THE NET RESULT WILL BE BENEFICIAL TO THE CAMPAIGN.

IT IS RECOMMENDED WHEN PRINCIPAL SPEAKERS ARE AVAILABLE FOR RALLY MEETINGS, THAT ARE TELECAST, ARRANGEMENTS FOR A PERMANENT KINESCOPE SHOULD BE MADE WITH THE TELEVISION STATION SO THAT RE-BROADCAST CAN BE ACCOMPLISHED IF DESIRED. THESE ARRANGEMENTS MUST BE MADE AT THE TIME THE TELEVISION CONTRACT IS MADE.

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- 19 -

## EISENHOWER VISIT

THE MOST STRENUOUS SINGLE EVENT WAS THAT IN WHICH THE PRESIDENT VISITED SOUTHERN CALIFORNIA. EXCEPTIONAL COOPERATION AMONG CAMPAIGN LEADERS AND VOLUNTEER ORGANIZATIONS MADE THE SUCCESS OF THIS EVENT POSSIBLE. THE MOST SIGNIFICANT ACTION THAT WAS TAKEN IN THIS EVENT WAS THAT OF SECURING AN OVER-FLOW CROWD FOR THE HOLLYWOOD BOWL. THE MINUTE ATTENTION TO DETAILS THAT IS REQUIRED FOR A SUCCESSFUL OPERATION SUCH AS THIS CANNOT BE OVER-EMPHASIZED. INFORMATION REGARDING THIS VISIT IS DETAILED IN THE ATTACHED ITINERARY.

A PLANNING COMMITTEE WAS APPOINTED IMMEDIATELY UPON NOTICE THAT THE PRESIDENT WOULD VISIT SOUTHERN CALIFORNIA. THIS INCLUDED THE MOST CAPABLE AND KNOWLEDGEABLE PERSONS IN THIS AREA. IT WAS NECESSARY TO WORK VERY CLOSELY WITH SECRET SERVICE AND THE ADVANCE MAN FROM THE PRESIDENT'S STAFF. EVERY DETAIL WAS THOROUGHLY DISCUSSED AND UPON THE ADOPTION OF A "PROJECT PHASE", ASSIGNMENT WAS MADE TO A PROJECT MANAGER FOR EXECUTION. EACH PROJECT MANAGER WAS THEN GIVEN FULL AUTHORITY AND ENCOURAGEMENT TO COMPLETE HIS SPECIFIC OPERATION.

## RECOMMENDATION

FUTURE CAMPAIGN PLANS SHOULD ANTICIPATE THAT A MAJOR PROJECT WOULD BE THAT OF THE PRESIDENT'S VISIT AND PREPARATION SHOULD BE MADE FOR SUCH A VISIT EVEN THOUGH IT MAY NOT OCCUR. A TEAM OF PROJECT LEADERS SHOULD PLAN EVERY DETAIL OF SUCH A PROJECT WELL IN ADVANCE, INCLUDING WHATEVER LOCATIONS, ROUTES, AND PROMOTIONAL DEVICES ARE NECESSARY. PARTICULAR ATTENTION SHOULD BE GIVEN TO THE PUBLICITY MEDIA AND PLANS MADE TO MAKE THE FULLEST POSSIBLE USE OF THIS NEWS PRODUCING ACTIVITY.

IF POSSIBLE, THE CAMPAIGN CHAIRMAN SHOULD TRANSMIT TO THE PRESIDENT AND HIS SPEECH WRITERS SUCH PERTINENT INFORMATION AS WOULD BE EFFECTIVE IN TYING IN LOCAL AND TIMELY INTERESTS WITH THE PUBLIC PRONOUNCEMENTS OF THE DISTINGUISHED GUEST.

## ELECTION DAY ACTIVITIES

ELECTION DAY ACTIVITIES ENGAGED IN BY THE SOUTHERN CALIFORNIA CAMPAIGN COMMITTEE WERE AS FOLLOWS:

- 1 - TIE-IN WITH THE VICTORY SQUAD (GET OUT THE VOTE MECHANISM) FOR LOS ANGELES COUNTY IN WHICH ONE OF THE EXECUTIVE STAFF AT THE HEADQUARTERS CO-ORDINATED WITH THE LOS ANGELES COUNTY "GET OUT THE VOTE" OPERATIONS, PROVIDED MANPOWER AND ASSISTANCE WHEREVER POSSIBLE.
- 2 - ALL COUNTIES OTHER THAN LOS ANGELES WERE SURVEYED TO DETERMINE THEIR PLANS FOR GETTING OUT THE VOTE ACTIVITIES. WHERE WEAKNESSES WERE DISCOVERED, FIELD SUPERVISORS WORKED WITH COUNTY CHAIRMEN TO SET UP AND EXPAND "GET OUT THE VOTE" ACTIVITIES.
- 3 - PLACARDS FOR BULLETIN BOARDS WERE SENT TO 8300 SOUTHERN CALIFORNIA BUSINESSES EMPHASIZING TO THE EMPLOYEES THAT THE BALLOT WAS ENTIRELY SECRET AND TO COUNTER-ACT PROPAGANDA THAT VOTES COULD BE IDENTIFIED.
- 3A- FRONT PAGE EDITORIALS WERE PREPARED FOR THE HOUSE ORGANS OF SOUTHERN CALIFORNIA BUSINESSES. THESE WERE MAILED TEN DAYS BEFORE ELECTION AND WERE SUPPLEMENTED BY A TELEPHONE CALL TO THE EDITORS OF SUCH HOUSE ORGANS REQUESTING THAT HE USE THEM. THE EDITORIALS WERE NON-POLITICAL IN NATURE BUT EMPHASIZED THE NEED FOR A FULL VOTE AND INFORMED THE VOTERS THAT THEIR INDIVIDUAL CHOICES WERE SECRET AND COULD NOT BE DETERMINED BY EITHER THEIR EMPLOYER OR THE LABOR LEADER.
- 4 - TELEGRAMS WERE SENT TO ALL KEY PEOPLE GIVING THE PERCENTAGE OF REPUBLICAN VOTE THAT WAS REQUIRED FOR VICTORY AND MAKING SUGGESTIONS FOR A SUCCESSFUL ELECTION PROGRAM.
- 5 - WITHIN THE HEADQUARTERS STAFF, ASSIGNMENTS WERE MADE FOR ANSWERING TELEPHONE INQUIRIES, FOR LEGAL ASSISTANCE AND FOR ELECTION DAY TIE-IN WITH "GET OUT THE VOTE" ACTIVITIES. A BULLETIN WAS CIRCULATED THROUGHOUT THE CAMPAIGN HEADQUARTERS, GIVING INFORMATION ON THIS DAY'S ACTIVITIES.

## RECOMMENDATION

IT WOULD BE OUR RECOMMENDATION THAT PLANS FOR ELECTION DAY BE MADE IN DETAIL AT LEAST TWO WEEKS BEFORE ELECTION AND THAT ALL COUNTY OPERATIONS BE DOUBLY SCRUTINIZED TO INSURE FULLEST POSSIBLE ACTIVITY ON THAT DAY. THE ASSISTANCE OF LOS ANGELES COUNTY LEGAL FIRMS IN PROVIDING ATTORNEYS FOR ELECTION DAY SHOULD CERTAINLY BE CONTINUED. MAPS AND PERTINENT INFORMATION TO ANSWER QUESTIONS OF VOTERS SHOULD BE MOST COMPLETE.

## ELECTION NIGHT

THE PLANS OF THE ELECTION NIGHT REPORT RALLY WAS LEFT IN THE HANDS OF THE LOS ANGELES COUNTY CENTRAL COMMITTEE. HOWEVER, A VICTORY CELEBRATION WAS ARRANGED FOR THE MEMBERS OF THE STAFF FROM HEADQUARTERS, FOR CANDIDATES AND KEY PEOPLE IN THE CAMPAIGN.

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## FIELD STAFF OPERATION

AN OPERATION OF THE MAGNITUDE INVOLVED IN THE SOUTHERN CALIFORNIA CAMPAIGN REQUIRES AN ADEQUATE FIELD STAFF. IT IS NECESSARY TO HAVE REPRESENTATIVES WHO CAN ESTABLISH AND MAINTAIN CLOSE LIAISON AND SUPERVISION WITH ALL COUNTY OPERATIONS OUTSIDE OF LOS ANGELES COUNTY.

IN LOS ANGELES COUNTY, THE PURPOSE WAS TO ESTABLISH LIAISON WITH COMMUNITY ORGANIZATIONS. WE WERE MOST FORTUNATE IN THE 1956 CAMPAIGN TO FIND DEDICATED PEOPLE WHO SPENT FULL TIME IN THIS PURSUIT. TWO CO-ORDINATORS SERVED AS LIAISON WITH OUTSIDE COUNTIES. THEY WORKED DAY BY DAY WITH THE COUNTY ORGANIZATIONS AND IN SOME CASES WHERE THE COUNTY CENTRAL COMMITTEE CHAIRMAN DID NOT FUNCTION ADEQUATELY, SUPPLEMENTARY CAMPAIGN MACHINERY WAS ESTABLISHED. WITHIN LOS ANGELES COUNTY, ADEQUATE PERSONNEL WAS NOT AVAILABLE TO ESTABLISH FULL COMMUNITY CO-ORDINATION.

## RECOMMENDATION

- 1 - COUNTY DEVELOPMENT: IT WOULD BE RECOMMENDED THAT NO LESS THAN THREE CAPABLE FULL TIME EXECUTIVE TYPE PERSONS BE ASSIGNED TO THE TASK OF CO-ORDINATING THE NINE COUNTIES OUTSIDE OF LOS ANGELES COUNTY AND THAT THESE CO-ORDINATORS SPEND FULL TIME IN THEIR RESPECTIVE COUNTIES INSURING THAT ADEQUATE CAMPAIGN OPERATION WAS CARRIED OUT, CONSTANTLY ENCOURAGING FULL COOPERATION WITH THE SOUTHERN CALIFORNIA CAMPAIGN MECHANISM.
- 2 - COMMUNITY DEVELOPMENT: LOS ANGELES COUNTY - NO LESS THAN THREE PERSONS SHOULD WORK FULL TIME AND SHOULD BE OF SUCH CALIBER AS LISTED IN ITEM 1. THEIR ASSIGNMENT SHOULD BE ESTABLISHING, DIRECTING, CO-ORDINATING AND ASSISTING COMMUNITY CAMPAIGN OPERATIONS. THEIR DUTIES IN MANY CASES WOULD INVOLVE SUCH THINGS AS PROVIDING LOCAL PERSONNEL, LEADERSHIP AND EVEN ASSISTING WITH FINANCES SO THAT EVERY COMMUNITY AREA WOULD HAVE ADEQUATE HEAD-QUARTERS OPERATION.
- 3 - AN OFFICE SET UP SHOULD BE ESTABLISHED IN THE HEADQUARTERS TO CO-ORDINATE THE WORK OF ALL FIELD STAFF AND TO BE AVAILABLE FOR CORRESPONDENCE, TELEPHONE LIAISON AND DIRECTION. THIS OPERATION SHOULD BE UNDER THE SUPERVISION OF A TOP EXECUTIVE AND SHOULD BE ESTABLISHED AT THE VERY EARLIEST POSSIBLE DATE BEFORE THE ELECTION.

## FINANCES

THE 1956 CAMPAIGN WAS FINANCED ENTIRELY BY THE UNITED REPUBLICAN FINANCE COMMITTEE OF LOS ANGELES COUNTY. IT WAS UNDER THE SUPERVISION OF AN EXTREMELY CAPABLE TREASURER WHO PROVIDED HIS OWN STAFF. THE FIRST STEP WAS THAT OF PREPARING A BUDGET BASED UPON THE BEST INFORMATION AVAILABLE AT THAT TIME. THE TREASURER THEN BROKE DOWN THE BUDGET INTO CATEGORIES FOR CONTROL PURPOSES. SEMI-WEEKLY REPORTS WERE MADE INDICATING THE RELATIONSHIP OF EXPENDITURES AND COMMITMENTS TO BUDGET WITH THE RESULT THAT EXCELLENT CONTROL WAS MAINTAINED AT ALL TIMES.

IT IS BELIEVED THAT MORE EFFECTIVE COVERAGE COULD HAVE BEEN ATTAINED IF THE ULTIMATE AVAILABILITY OF FUNDS HAD BEEN KNOWN THIRTY DAYS EARLIER.

## RECOMMENDATION

- 1- AT LEAST 120 DAYS BEFORE THE ELECTION, A BUDGET SHOULD BE PREPARED BY THE MOST CAPABLE PEOPLE AVAILABLE, GIVING FULL THOUGHT TO ADVERTISING COSTS, PERSONNEL REQUIREMENTS, PROMOTIONAL ACTIVITIES AND EXPERIENCE OF THE PAST. SUCH BUDGET SHOULD BE SUBMITTED UPON A PRO-RATA BASIS TO ALL COUNTY FINANCE ORGANIZATIONS.
- 2- IT IS RECOMMENDED THAT EARLY COMMUNICATION BE ESTABLISHED WITH ALL OUTLYING COUNTIES TO ASSURE THAT THEY WOULD ASSUME THEIR RIGHTFUL PROPORTION OF THE EXPENDITURES FOR THE SOUTHERN CALIFORNIA OPERATION. IT IS OUR BELIEF THAT IF ADEQUATE EXPLANATION IS MADE WITHOUT CONFLICTING INSTRUCTIONS, OUTLYING COUNTIES WOULD ASSUME THEIR FAIR SHARE OF EXPENDITURES.
- 3- IT IS RECOMMENDED THAT A FIRM SYSTEM OF PURCHASE ORDERS AND COMMITMENTS BE ADOPTED AND ADHERED TO BY ALL CAMPAIGN PERSONNEL AND THAT A RUNNING RECORD OF COMMITMENTS AND EXPENDITURES WOULD BE MAINTAINED.
- 4- ALL FUNDS RECEIVED SHOULD BE IMMEDIATELY TRANSMITTED TO THE UNITED REPUBLICAN FINANCE COMMITTEE AND ALL EXPENDITURES BE MADE THROUGH THIS MECHANISM. IT IS MOST URGENTLY RECOMMENDED THAT COMMITMENTS BE MADE FOR FINANCES TO ADEQUATELY SUPPORT THE CAMPAIGN AND THAT SUCH COMMITMENTS BE MADE AT LEAST SIXTY DAYS BEFORE THE ELECTION.
- 5- A REVOLVING FUND SHOULD BE PROVIDED FROM THE GENERAL FINANCE SOURCE IN THE AMOUNT OF APPROXIMATELY \$2,000.00. THIS SHOULD BE USED FOR SMALL EXPENDITURES AND SHOULD BE RE-IMBURSED FROM TIME TO TIME UPON THE SUBMISSION OF SUITABLE BILLS AND VOUCHERS.

FINANCES - RECOMMENDATION CONT'D

6 - IT IS RECOMMENDED THAT AN ACCOUNTING FIRM SIMILAR TO THAT USED THIS YEAR BE SECURED TO SUPERVISE THE FINANCE END OF THE CAMPAIGN MAINTAINING COMPLETE INDEPENDENCE FROM THE BALANCE OF THE CAMPAIGN OPERATION.

7 - THE TREMENDOUS NUMBER OF REQUESTS FOR CASH ASSISTANCE LEADS US TO RECOMMEND THAT THE PROCEDURE ADOPTED IN THIS CAMPAIGN BE INTEGRATED INTO THE CAMPAIGN STRUCTURE OF FUTURE YEARS. THIS INCLUDES THE PREPARATION OF A FORM FOR SUBMISSION TO A "BUDGET COMMITTEE" FOR EVERY REQUEST FOR FUNDS, RELIEVING THE "POLITICAL CAMPAIGN DIRECTOR" OF THE CONSEQUENCES OF A TURN-DOWN OF FINANCIAL REQUESTS. IT ALSO MAKES IT POSSIBLE TO SYSTEMATICALLY EXAMINE THE REQUEST IN A CALM AND OBJECTIVE MANNER.

8 - IT IS RECOMMENDED THAT THE CAMPAIGN CHAIRMAN MAINTAIN FINANCE CONTROL AFTER THE ELECTION AND UNTIL ALL CAMPAIGN ACTIVITIES HAVE BEEN CONCLUDED. THERE IS A GENERAL TENDENCY TO RELAX CONTROLS AS SOON AS THE ELECTION IS OVER BUT IT IS BELIEVED THAT FULL MANAGEMENT CONTROL SHOULD BE RETAINED UNTIL ALL OPERATIONS ARE CONCLUDED.

UNOFFICIAL PRELIMINARY EXPENDITURE REPORT

<u>CLASSIFICATIONS</u>	<u>EXPENDITURES</u>
FIELD MEN	832.38
OFFICE STAFF	7,848.00
OFFICE EXPENSE	10,431.11
TELEPHONE AND TELEGRAPH	4,401.93
OCCUPANCY EXPENSE	2,238.39
WOMEN'S DIVISION	741.97
VETERANS' DIVISION	838.00
SPECIAL GROUPS	197.46
DEMOCRATIC DIVISION - MAILING	7,304.52
CONTACT DIVISION - MAILING	10,136.78
CONTACT DIVISION - OTHER	1,338.13
PUBLICITY OFFICE STAFF	2,929.64
PUBLICITY DIRECTOR	1,998.00
SPEAKERS BUREAU	1,058.98
OUTDOOR BOARDS	16,876.99
TELEVISION AND PRODUCTION	35,064.12
NEWSPAPER ADVERTISING	19,991.29
MISCELLANEOUS ADVERTISING	4,642.79
LITERATURE, PRINTING, AND ART WORK )	
SPECIAL LITERATURE )	24,331.61
BUMPER AND WINDSHIELD STICKERS )	
MEETINGS AND LUNCHEONS	450.23
GENERAL TRAVEL	277.77
CANDIDATES' MEETINGS	24,460.89
PUBLIC OPINION POLLS	12,050.00
CLEAN-UP EXPENSE	1,500.00
THANK-YOU LETTERS	1,646.88
EMERGENCY FUND	120.12
CONTRIBUTIONS TO CONGRESSIONAL CAMPAIGN	<u>6,643.66</u>
 TOTAL EXPENDITURES	 \$202,351.64

## FORMS

A SERIES OF FORMS WERE DEVELOPED FOR SPECIFIC USE. THEY ARE

- 1 - A FORM FOR SUBMISSION TO COUNTY AND COMMUNITY COMMITTEE CHAIRMEN ASKING FOR THE NOMINATION OF COMMITTEE MEMBERS
- 2 - REQUEST FOR FINANCIAL ASSISTANCE FOR THE PURPOSE OF MINIMIZING UNWISE EXPENDITURES AND ELIMINATING THE POLITICAL DISADVANTAGE OF TURNING DOWN REQUESTS
- 3 - DISTINGUISHED GUEST SCHEDULE WAS USED TO PROVIDE A SYSTEMATIC CO-ORDINATION FOR ALL DISTINGUISHED GUESTS WITH THE PURPOSE OF GETTING THE VERY MAXIMUM VALUE OUT OF SUCH VISITS AND AT THE SAME TIME, PROVIDING FOR ADEQUATE CARE OF THE DISTINGUISHED GUESTS' NEEDS
- 4 - FIELD CAMPAIGN ORGANIZATION CHART. A FORM DESIGNED FOR SUBMISSION TO COUNTY AND LOCAL CHAIRMEN SHOWING THEM THE MAGNITUDE OF THE OPERATION AND GIVING A BASIS FOR "SELLING" THE NECESSITY OF FULL COOPERATION. ALSO, TO PROVIDE A DESCRIPTIVE RECORD OF VOLUNTEER PERSONNEL

## RECOMMENDATION

IT IS RECOMMENDED THAT ONE OF THE EARLIEST ACTIONS OF THE CAMPAIGN CHAIRMAN WOULD BE THAT OF ANALYZING THE OPERATION AND THEN PREPARATION OF SUCH FORMS AS ARE REQUIRED TO PROVIDE SYSTEMATIC AND CONSTANT ATTENTION TO DETAILS.

## FOREIGN LANGUAGE OPERATIONS

A DEPARTMENT WAS SET UP WITHIN THE CAMPAIGN TO HANDLE THE SPANISH LANGUAGE GROUPS AND OTHER FOREIGN LANGUAGE AREAS. ADVERTISING WAS PLACED IN FOREIGN LANGUAGE NEWSPAPERS AND EDITORIAL DEPARTMENTS WERE INCLUDED IN ALL NEWS RELEASES. SPECIAL EFFORTS WERE MADE FROM TIME TO TIME TO PLACE NEWS STORIES IN APPROPRIATE PAPERS.

### RECOMMENDATION

A - THE SPANISH SPEAKING GROUP IS THE LARGEST AND MOST REPRESENTATIVE IN SOUTHERN CALIFORNIA. IT SHOULD BE HEADED BY A COMMITTEE OF LATIN AMERICAN DESCENT WHO ARE KNOWLEDGEABLE OF THE LANGUAGE AND TRADITIONS OF THAT AREA. SUFFICIENT FINANCES AND MANPOWER SHOULD BE PROVIDED TO GIVE THE IMPRESSION THAT OUR PARTY IS TRULY INTERESTED IN THIS SEGMENT OF SOUTHERN CALIFORNIA'S POPULATION.

B - IN CAMPAIGNING THE LANGUAGE GROUP OF LATIN DERIVATION, OTHER THAN SPANISH, NAMELY FRENCH AND ITALIAN, A CHAIRMAN OF THIS NATIONALITY BACKGROUND SHOULD BE SECURED FOR INFLUENCE IN THIS AREA. DUTIES WOULD INCLUDE THE ARRANGEMENTS FOR MEETINGS, NEWSPAPER ADVERTISING AND LANGUAGE BROADCASTS.

C - A CHAIRMAN OF SO-CALLED ETHNIC GROUPS, THOSE STEMMING FROM THE BALTIC AND MID-EUROPEAN AREAS, SHOULD BE SELECTED. IN THIS CASE, THE CHAIRMAN SHOULD BE A PERSON WHO IS RECOGNIZED AS A LEADER OF THESE GROUPS.

D - A CHAIRMAN SHOULD BE SELECTED FOR JAPANESE-AMERICAN AND CHINESE-AMERICAN ACTIVITIES. THEY SHOULD BE ENCOURAGED TO WORK WITH THEIR SPECIFIC GROUPS AND PROVIDED WITH LIMITED FINANCES AND PERSONNEL.

E - A CAMPAIGN ADVISORY CHAIRMAN OF CONSIDERABLE MANAGEMENT ABILITY SHOULD BE APPOINTED TO SUPERVISE ALL OF THE LANGUAGE OPERATIONS.

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## GUESTS - DISTINGUISHED

A NUMBER OF DISTINGUISHED LEADERS IN GOVERNMENT WERE MADE AVAILABLE TO US DURING THE COURSE OF THE CAMPAIGN. IT WAS THE DESIRE OF THIS CAMPAIGN MANAGEMENT TO MAKE THE FULLEST POSSIBLE USE OF THESE PEOPLE. IN ORDER TO DO THIS, WE REQUESTED THAT THE SCHEDULING OF THE GUESTS WITHIN THE SOUTHERN CALIFORNIA AREA BE LEFT IN THE HANDS OF THE CAMPAIGN MANAGEMENT BUT THAT THE CONTACT BETWEEN THE DISTINGUISHED GUEST AND THE SOUTHERN CALIFORNIA AREA BE MADE THROUGH THE NATIONAL COMMITTEEMAN. VISITORS DURING THE CAMPAIGN IN ADDITION TO THE CANDIDATES, WERE:

HONORABLE CHARLES THOMAS, SECRETARY OF THE NAVY  
HONORABLE ARTHUR LARSEN, ASSISTANT SECRETARY OF LABOR  
HONORABLE IVY BAKER PRIEST, TREASURER OF UNITED STATES  
HONORABLE WENDELL BARNES, SMALL BUSINESS ADMINISTRATOR  
HONORABLE W. RANDALL BURGESS, ASSISTANT SECRETARY OF TREASURY  
HONORABLE C. C. FINUCANE, ASSISTANT SECRETARY OF DEFENSE  
HONORABLE DONALD QUARLES, SECRETARY AIR FORCE  
HONORABLE JOSEPH MARTIN, HOUSE MINORITY LEADER  
HONORABLE THOMAS PIKE, ASSISTANT TO THE PRESIDENT  
HONORABLE HOWARD PYLE, ASSISTANT TO THE PRESIDENT  
HONORABLE ARCHIBALD CAREY, WHITE HOUSE STAFF  
MRS. JULIA THOMAS, WIFE OF SECRETARY OF THE NAVY  
HONORABLE ALBERT COLE, ADMINISTRATOR OF HOUSING & HOME  
FINANCING AGENCY  
HONORABLE WM. F. KNOWLAND, SENATE MINORITY LEADER  
FORMER GOVERNOR THOMAS E. DEWEY  
HONORABLE ARTHUR S. FLEMING, DIRECTOR, OFFICE OF DEFENSE  
MOBILIZATION  
MRS. KATHERINE.G. HOWARD, DEPUTY ADMINISTRATOR, FEDERAL  
CIVIL DEFENSE ADMINISTRATION

IN ADDITION TO THE PRIME APPOINTMENT OF THESE GUESTS, (IN MOST CASES THE ORIGINAL INVITATION THAT WASHINGTON FILLED) SUPPLEMENTARY APPEARANCES WERE SCHEDULED IN KEY CAMPAIGN AREAS AND BEFORE IMPORTANT CAMPAIGN GROUPS. IT WAS OUR INTENTION TO SCHEDULE MEETINGS OF OUR VARIOUS CAMPAIGN COMMITTEES TO COINCIDE WITH THE VISITS OF THE DISTINGUISHED GUESTS IN ORDER TO MAKE CAMPAIGN WORKERS FEEL IMPORTANT IN THE CAMPAIGN AND TO ESTABLISH THEIR ACQUAINTANCE WITH KEY LEADERS. UNFORTUNATELY PRESS OF TIME AND LARGER CAMPAIGN ACTIVITIES DID NOT ALLOW THIS PROJECT TO WORK OUT TO ITS FULLEST EXTENT.

GUESTS - DISTINGUISHED CONT'D

RECOMMENDATION

IT IS RECOMMENDED THAT IN FUTURE CAMPAIGNS A CLEAR UNDERSTANDING BE ESTABLISHED WITH THE REPUBLICAN NATIONAL COMMITTEE AND WITH THOSE ON THE WHITE HOUSE STAFF THAT ARE RESPONSIBLE FOR DISTINGUISHED GUESTS VISITS. SUCH UNDERSTANDING SHOULD BE BASED UPON THE REALIZATION THAT CAMPAIGN OPERATIONS REST PRIMARILY WITH THE CAMPAIGN CHAIRMAN AND THAT HIS WORK BECOMES INCREASINGLY DIFFICULT IF HE DOES NOT HAVE SOME "CONTROL" AND COMPLETE LIAISON WITH VISITORS OF NOTE. THE CAMPAIGN OPERATION CAN BE GREATLY ASSISTED AND VALUABLE STIMULOUS CAN BE ADDED TO CAMPAIGN WORKERS THROUGH THE PLANNED AND JUDICIOUS USE OF THE DISTINGUISHED VISITORS. THIS CAN ONLY BE ACCOMPLISHED IF THE VISITS ARE ARRANGED BY AND THROUGH THE CAMPAIGN CHAIRMAN.

A QUICK AND EFFECTIVE MEANS OF COMMUNICATION MUST BE ESTABLISHED BETWEEN THOSE IN WASHINGTON WHO HANDLE THE CAMPAIGN VISITS AND THOSE IN THE SOUTHERN CALIFORNIA AREA WHO ARE RESPONSIBLE FOR THE SUCCESS OF THOSE VISITS. IT IS PARTICULARLY IMPORTANT THAT SOME ONE PERSON BE ESTABLISHED AS LIAISON OFFICER IN THE WASHINGTON OFFICE.

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## HEADQUARTERS

A CAMPAIGN HEADQUARTERS WAS ESTABLISHED IN DOWNTOWN LOS ANGELES WITH THE COOPERATION OF A LANDLORD WHO WAS SYMPATHETIC WITH OUR CAUSE. AMONG THE PRINCIPAL PROBLEMS INVOLVED IN ESTABLISHING THE HEADQUARTERS WERE:

- 1 - SECURING A LOCATION WITH ADEQUATE FLOOR SPACE. NO LESS THAN 10,000 SQUARE FEET IS NEEDED FOR THIS OPERATION.
- 2 - A LOCATION WAS REQUIRED THAT WOULD ALLOW ADEQUATE TELEPHONE TRUNK LINES. IN OUR OPERATION, WE HAD TEN LINES ON THE SWITCHBOARD AND TWELVE DIRECT LINES. DURING THE PEAK OF THE CAMPAIGN, THIS TELEPHONE SERVICE WAS ENTIRELY INADEQUATE.
- 3 - PARKING WAS ALWAYS A VERY SERIOUS PROBLEM DUE TO THE SIZE OF THE STAFF AND THE GREAT NUMBER OF VISITORS WHO HAD TO BE ACCOMMODATED.

## RECOMMENDATION

IT IS MOST DEFINITELY RECOMMENDED THAT HEADQUARTERS BE LOCATED AT LEAST 120 DAYS BEFORE THE ELECTION AND THAT SUCH HEADQUARTERS NEED NOT BE IN A DOWNTOWN AREA BUT THAT THEY BE EASILY ACCESSIBLE TO FREEWAYS AND PUBLIC TRANSPORTATION AND SHOULD BE IN AN AREA WHERE PARKING FOR AT LEAST FORTY OR FIFTY CARS IS AVAILABLE.

ARRANGEMENTS SHOULD BE MADE FOR TELEPHONE SERVICE WITH A MINIMUM OF TWENTY TRUNK LINES AND ADEQUATE EXTENSIONS, SUITABLE FOR TWO SWITCHBOARD OPERATORS AND THAT A MINIMUM OF TWENTY ADDITIONAL DIRECT LINES SHOULD BE AVAILABLE.

### HOURS

HOURS OF OPERATION WERE GENERALLY CO-INCIDENT WITH BUSINESS IN THIS AREA. HOWEVER, THE LAST FOUR WEEKS OF THE CAMPAIGN, SATURDAY OPENING WAS REQUIRED AND THE LAST THREE WEEKS, HEADQUARTERS REMAINED OPEN UNTIL 9:00 P.M. ON WEEK DAYS AND ALL DAY ON SUNDAY.

### RECOMMENDATION

IT IS RECOMMENDED THAT SCHEDULES BE ARRANGED IN SUCH A WAY THAT THE LAST MONTH OF THE CAMPAIGN A SKELETON CREW BE ON DUTY UNTIL 8:00 OR 9:00 IN THE EVENING, ALL DAY SATURDAY AND ALL DAY SUNDAY. THIS IS NECESSARY TO MAINTAIN THE FEELING ON THE PART OF VOLUNTEER CAMPAIGN WORKERS THAT THE HEAD-QUARTERS OPERATION IS WORKING AND FEELS THE NECESSITY OF CONTINUED ACTIVITY.

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## JEWELRY

AS THE CAMPAIGN PROGRESSED, GREAT DEMAND DEVELOPED FOR JEWELRY AND SPECIAL CAMPAIGN MATERIALS. SOME OF THE LOCALITIES WERE ABLE TO AUGMENT THEIR TREASURY TO A CONSIDERABLE EXTENT THROUGH THE SALE OF SUCH MATERIAL.

## RECOMMENDATION

IN THE PLANNING STEPS OF THE CAMPAIGN, THOUGHT SHOULD BE GIVEN TO ESTABLISHING A SOURCE OF JEWELRY AND NOVELTY MATERIAL THAT COULD BE SOLD FROM A MAIN HEADQUARTERS AND DISTRIBUTED THROUGH COUNTY AND LOCAL HEADQUARTERS. IT IS BELIEVED THAT WITH PLANNING AND MANAGEMENT, SUCH AN ACTIVITY COULD PRODUCE MANY THOUSANDS OF DOLLARS FOR CAMPAIGN USES.

A MANAGER SHOULD BE PLACED IN CHARGE OF THIS OPERATION, PREFERABLY ONE WHO HAD EXPERIENCE IN MERCHANDISING SIMILAR MATERIAL.

" K "

## SENATOR KNOWLAND VISIT

WE WERE HONORED TO HAVE SENATOR WILLIAM F. KNOWLAND AID THE CAMPAIGN WITH TWO VISITS. THE FIRST OCCURED IMMEDIATELY AFTER THE APPOINTMENT OF THE CAMPAIGN COMMITTEE WITH THE RESULT THAT ALL SCHEDULING HAD BEEN DONE PRIOR TO THE OPERATION OF THIS COMMITTEE. HOWEVER, A PRESS, RADIO AND TELEVISION INTERVIEW WAS CONDUCTED WITH GREAT BENEFIT TO THE CAMPAIGN.

THE SECOND KNOWLAND VISIT OCCURED FROM NOVEMBER 1ST TO 5TH AND WAS MOST EFFECTIVE IN BUILDING ENTHUSIASM AND DEVELOPING LATE CAMPAIGN INTEREST. WITH THE CONCURENCE OF THE KNOWLAND STAFF AND THE NATIONAL COMMITTEEMAN, THE SENATOR WAS SCHEDULED IN THOSE AREAS THAT HAD NOT PREVIOUSLY BEEN COVERED BY THE PRESIDENT AND THE VICE PRESIDENT IN THEIR VISITS. THE OPERATION WAS HANDLED AS A FUNCTION OF THE SPECIAL EVENTS DEPARTMENT AND EVERY DETAIL OF THE VISIT WAS ENTIRELY DOCUMENTED IN THE ATTACHED BROCHURE.

THE VISIT OF THE SENATOR WAS MOST VALUABLE AS INDICATED BY THE THOROUGH COVERAGE RECEIVED FROM PRESS, RADIO AND TELEVISION. THREE NEWS CONFERENCES WERE HELD, EACH WELL COVERED AND WELL REPORTED. THEY WERE TIMELY AND DID MUCH TO CLARIFY THE ISSUES AT THAT TIME.

## RECOMMENDATION

THE FINAL FEW DAYS OF THE CAMPAIGN CAN BE MADE MOST EFFECTIVE THROUGH THE PLANNED SCHEDULE OF A LEADING CAMPAIGN PERSONALITY. AREAS HERE-TO-FORE NEGLECTED, CAMPAIGN ISSUES THAT ARE "NOT" AT THAT TIME AND MAINTENANCE OF CAMPAIGN MORALE ARE AIDED BY SUCH AN ACTIVITY. LAST MINUTE PUBLICITY EFFORTS OF THE OPPOSITION CAN BE LARGELY NEUTRALIZED BY THIS MEANS.