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<td>Memo from Bob Haldeman to Pete Flanigan. 3 pgs including attachments.</td>
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May 22, 1962

Mr. H. R. Haldeman
Nixon for Governor
3908 Wilshire Boulevard
Los Angeles, California

Dear Bob:

Yesterday Joe Shell met with his precinct workers in his San Francisco Headquarters.

We sent someone up there who came back with this report:

There were a total of 46 people present.
10 were TeenAge Republicans
8 were staff
5 were press
10 were LOLs incapable of walking a precinct
8 young men
4 miscellaneous types

It would appear Shell's precinct effort in this county will not be extensive.

Sincerely,

Emily G. Pike

CC: W. M. Spencer
Memorandum from
THOMAS E. SMITH

To: Bob Haldeman

Dear Bob:

For your information.

Tom.

[Signature]

file
STATEMENT OF PRINCIPLES

WE BELIEVE

I. POPULAR SOVEREIGNTY AND LIMITED GOVERNMENT:
   We believe that government is a creation of and therefore subject to the will of the people.

II. PRESERVATION OF LOCAL AUTONOMY:
    We believe that it is imperative that control of all functions of government be maintained
    at the lowest level of government possible.

III. IMPROVING THE CLIMATE FOR ECONOMIC OPPORTUNITY:
    We believe that the incentives of the Free Enterprise system under the freedoms of our Amer­
    ican Republic were primarily responsible for the strength and the success of the United States of
    America.

IV. FOREIGN POLICY:
    We believe it is important to maintain our nationalistic spirit and thus to promote competition
    between nations for the betterment of all.

Our total effort will be directed toward the preservation of the dignity of the individual and
maintenance of his God-given rights.

"You cannot help man permanently
    by doing for them what they could
    and should be doing for themselves."

Abraham Lincoln
ITEMS OF VITAL INTEREST TO YOU

SHELL TOP SUCCESS

Over 650 people enthusiastically cheered Joe when he told us of his plans to use the blue pencil as the future Governor of California at our April Dinner meeting at the Santa Ana Elks Club. We regret we were unable to accommodate the additional hundreds of people who requested reservations. We hope you listened to his talk that Republican Men sponsored on KWIZ. Plan to attend Joe's Victory Banquet at the Villa Marina in Newport Beach on June 5th. Door prizes will include a free tour of the Governor's Mansion.

* * * * * * *

GEIER'S PICNIC - FUN

It was a good old-fashioned picnic for a large crowd at La Palma Park on May 5th for Bob Geier, the favored Republican candidate for the 34th Congressional District. Hot dogs, pop, donuts, coffee, balloons, games, music, speeches and fun was the order of the day. All of this and only one lost little boy—who was quickly found. Bob has many other picnics, rallies and coffees scheduled during May. Check the newspapers or his headquarters for details.

* * * * * * *

REMEMBER - "Give Kennedy a Republican Congress---

MAY ACTIVITIES

14- Howard Jarvis is speaking at Keystone B&L, Anaheim 7:30PM
21- John Noble, Author of I Was A Slave in Russia, is speaking at Newport Harbor High School — 7:30 P.M.
22- Bob Bedham address — S.A. League of Women Voters—7:30
23- Geier Day — Anaheim — Major address 11:00 AM — Servite High School, 1952 W. LaPalma
23- Joe Shell Rally — Sports Arena, Los Angeles, 8:00 PM Adm. $1.00 — Large crowd expected. Get there early.
29- Howard Jarvis Rally — Aragon Ballroom, Santa Monica, 8 PM Tickets $1 — Call 545-3994.
31- Bob Geier Day — Santa Ana Many activities scheduled.

* * * * * * *

ABRAHAM LINCOLN SAID

"Fellow-citizens, we cannot escape history. We...will be remembered in spite of ourselves. No personal significance or insignificance can spare one or another of us. The fiery trial through which we pass will light us down, in honor or dishonor, to the latest generation."

* * * * * * *
THE COMMUNIST

See the man with the jet planes. He is a controversial man. He is a big Communist. Communists are our enemies. See how we treat the big Commies. We give him jet planes. Fly, Communist, fly! We give him food. Eat, Communist, eat! See him stop being a Communist. Do you see him stop being a big Communist? I do not see him stop being a big Communist.

THE NEUTRALIST

See the man with the funny hat. He is a nice man. He is a neutralist. A neutralist says that fighting is bad. A neutralist says mean things about people who fight. See the neutralist invade the little enclave. Invade, neutralist, invade! Fight, neutralist, fight! What a funny neutralist? Do you want to be a neutralist?

...John Morressy

A visitor at the capitol was accompanied by his small son. The little boy watched from the gallery when the House came to order. "Why did the minister pray for all those men, Dad?" "He didn't. He looked them over and prayed for the country." ...J.J. Kelly

READ TOWARD SOVIET AMERICA, by William Z. Foster, the book the Communists tried to destroy. It is again available at Elgin Publications, Box 162, Balboa Is., California; $4.75. The new edition has an excellent explanatory by Maurice Ries and a foreword by Cong. Francis Walters. Now that this book is available, it should be first on the reading list of any serious student of communism. The last chapter really puts the icing on the cake. As you see the communists' plan for "liquidating" lawyers, private organizations, religion, private property, salesmen and other obsolete trappings of our "reactionary" life, you begin to wonder how anyone can seriously consider "peaceful co-existence" with these barbarians.

IDEAS FOR THE ENGRAVER

In regard to the worthless bonds about to be sold by the United Nations, I would suggest that the UN might borrow Sec. of the Interior Udall to sell these, as he has done so well selling tickets to Democratic dinners. I think the $1,000 bond ought to have a picture of Nehru holding a dove of peace. The $5,000 might have a picture of some Gurkha soldiers shooting up a hospital.

...Howard Merritt
The following conservative Republican candidates deserve your support and vote on June 5th. Do all you can to elect these good and capable men to help insure your freedom.

UNITED STATES SENATE
Howard Jarvis

U.S. CONGRESS - 35th DIST.
James B. Utt

U.S. CONGRESS - 34th DIST.
Robert A. Geier

GOVERNOR - CALIFORNIA
Joseph Shell

ASSEMBLY - 69th DIST.
John Briggs

ASSEMBLY - 70th DIST.
James Whealmore

ASSEMBLY - 71st DIST.
Robert Badham

STATE SUPT. OF SCHOOLS
Max Rafferty

REPUBLICAN CENTRAL COMMITTEE
1st District
Edward W. Merrill
Richard R. Murphy
George W. Nevils
Robert H. Stopher

2nd District
Harry H. Johnson, Jr.
William R. Lyons
John O. Miller
Leonard D. Toubak

3rd District
D. Willard Key

Walter Knott
John W. McFadden
Coalson Morris
Dorothy Randell
Irma L. Ray
Merlin O. Schwengman

4th District
Richard A. Hayden
John A. Prescott
David A. Poole

5th District
Dennis Carpenter
Nolan Frizzelle
Kenneth W. Martin
Terrell L. Root
George B. Ziegler

Keep this sample ballot for the June 5th primary election; and,

BE SURE AND VOTE
CHAIN LETTER FOR SOUND, RESPONSIBLE, CONSERVATIVE GOVERNMENT IN CALIFORNIA

Won't you join me in this chain letter campaign to nominate Joe Shell on June 5th in his race for Governor of California by mailing a copy of this letter to ten of your friends or relatives anywhere in the State.

It is perhaps a long time since you have heard from me, but I thought it sufficiently important that you would be interested to hear a little more about one of the Republican candidates who is running for Governor. I speak of Joe Shell.

I have become very interested in politics. In the past few months I have investigated Joe Shell's record and found him to be a man consistently voting for the conservative side, that he is for fiscally sound government, for American Ideals and the Constitution. He has no alliance to a political machine. He knows state politics. I am convinced that he is the candidate who can win in November.

Most of all - if Shell defeats Nixon, which I am sure he can with your help, he will be a strong state-wide figure and indeed a national figure. He will steam-roll Pat Brown.

Sincerely,

P.S. Just fill in the salutation, sign your name and mail your ten letters today. Together we can give California a Conservative Governor.
Memorandum from

THOMAS E. SMITH

To: Bob Haldeman

Date: 5/21/62

Dear Bob:

Thought this might be of interest to you.

[Signature]

Tom
Fellow Trojan!

This is truly a year for all of us to support a great alumnus! Joe Shell will be a great governor just as he has been a dynamic and dedicated legislator at our state capital for ten years, fighting for the preservation and revival of the fast waning free enterprise system.

Trojans everywhere will never forget that it was his inspirational leadership of our 1939 football team which guided us to victory in the Rose Bowl in 1940.

To nominate and thereafter elect this fine citizen to this post, so long in need of competent occupancy, requires dedicated, active, and united support to make a champion of our candidate.

The TROJANS FOR SHELL committee unite in their enthusiastic request that you join them in their determination to assure a resounding victory for Joe in the June 5th primary and in the final race against the incumbent.

You can help us by,

—obtaining, distributing and urging the use of SHELL FOR GOVERNOR bumper signs and literature,
—soliciting contributions for TV and radio in your neighborhood and forwarding to SHELL FOR GOVERNOR headquarters, 4055 Wilshire Blvd., Los Angeles 5,
—offering your assistance at the SHELL FOR GOVERNOR headquarters,
—most important, by convincing all with whom you come in contact daily to VOTE FOR JOE SHELL JUNE FIFTH!

Troyditionally yours,
TROJANS FOR SHELL

ARTHUR D. GUY, JR.
Chairman, Orange County

“Each of us as a committee of one
Can best insure the campaign will be won.”
Dear Democrat:

I need your help by April 12th.

Back in 1939 I met President Roosevelt. Our U.S.C. football team which I captained had just whipped Tennessee in the Rose Bowl. I was running for a student office too and, needing sound advice, I asked the President for some tips. He chuckled, "Why Joe, just ask the people, that's all I do. But ask all the people." And because of that advice I am writing you today.

There are a lot of Republicans who don't want Dick Nixon, and Democratic friends of mine tell me there are many Democrats who aren't 100% for Pat Brown either. If you are one of them, I would appreciate your vote. If, with your help, I beat Dick Nixon in the Republican Primary, I'll take my chances on convincing you that Joe Shell is worthy of your vote in November too.

Here's the vital point. Only those registered as Republicans can vote for me in the June Primary. Deadline to change registration is April 12th!

Believe me, changing your registration in no way prevents you from voting for the man of your choice, be it Pat Brown or the Republican candidate, in the November election. Both parties' candidates will appear on everybody's ballot then. The choice will be yours.

It's easy to re-register. Contact my Headquarters at the address given above and they will tell you how to do it.

Remember, there isn't much time. If you'd like to help me beat Dick Nixon in June, register as a Republican by April 12th.

Whatever you decide - win, lose or draw - thank you very much.

Cordially yours,

JOE SHELL

P.S. I don't like form letters either, but it was the only way I could ask all the people.
Shell file

BOB HALDEMAN
Dr. James, district superintendent, stated that the Goleta district is growing at a rate of 600 additional students each year. The public is invited to attend without charge.

Anti-Nixon Twist
In Registry Shift

With but three
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Apparent trea

Santa Barbara News-Press April 9
From the Desk of FRED HAFFNER

Shell file
Mr. MOSS. Mr. Speaker, six crises in the public life of Richard M. Nixon have been defended in a recent book by the crisis-ridden former Vice President. Since the book's publication, its accuracy has become a matter of serious question. Under the guise of an end-of-year reflection, Mr. Nixon dedicated his book to easing the financial burdens of the fund, which was slightly more than $18,000 Nixon fund revealed during the 1952 presidential campaign.

New York Post of March 27 which referred to the charges made by Mr. Nixon:

"It would, the press say of a legislator revealed that Industrialist Howard Hughes' tool company had leased $200,000 to Donald Nixon's personal campaign manager, called it "an obvious political smear" and flatly denied that Donald Nixon had ever obtained such a loan from Hughes. This was on October 25, 1960. Six days later the Associated Press reported: "Los Angeles, October 1. 'Vice President Nixon's brother Donald acknowledges he did lease a $200,000 Hughes' tool company for John Roberts, Nixon's personal campaign manager.'"

Immediate upon publication of the Pearson story, Robert N. Finch, Nixon's personal campaign manager, published an article in the New York Post of March 27 which referred to the charges made by Mr. Nixon:

"It would, the press say of a legislator revealed that Industrialist Howard Hughes' tool company had leased $200,000 to Donald Nixon's personal campaign manager, called it "an obvious political smear" and flatly denied that Donald Nixon had ever obtained such a loan from Hughes. This was on October 25, 1960. Six days later the Associated Press reported: "Los Angeles, October 1. 'Vice President Nixon's brother Donald acknowledges he did lease a $200,000 Hughes' tool company for John Roberts, Nixon's personal campaign manager.'"

"My own belief is that this fund was not created to ease the financial burdens of the fund, which was slightly more than $18,000 Nixon fund revealed during the 1952 presidential campaign.""
SHELL
FOR
GOVERNOR

2942 WILSHIRE BOULEVARD • LOS ANGELES 5, CALIFORNIA • DUnkirk 5-0091

HEAR

JOE SHELL
CANDIDATE FOR GOVERNOR!

SUNDAY MAY 14
10 a.m. DELANO, Deliver 14th and Main Street
12 p.m. BAKERSFIELD, Bakersfield Inn, Kiwanis
6 p.m. STUDIO CITY, Sportsman's Lodge

TUESDAY MAY 15
8 p.m. ALHAMBRA, YMCA, 600 E. Main

WEDNESDAY MAY 16
10 a.m. SACRAMENTO, Memorial Auditorium
12 p.m. MERCED, Century Bowl, Childs Avenue
3:45 VISA, Airport Reception, Speech
8 p.m. FRESNO, Rally at Rainbow Ballroom

THURSDAY MAY 17
9:30 a.m. BERKELEY, Constitution Hall
11 a.m. BERKELEY, University of California, Bolt Hall, Law School Confirmation
12 p.m. OAKLAND, Leasington Hotel, Rotary
2 p.m. Holy Names College
6 p.m. SAN MATEO, Villa Hotel, Pacifica Room

FRIDAY MAY 18
6 p.m. PACERVILLE, Raffles Hotel
8 p.m. Rally at Shakespeare Club, Placerville

SATURDAY MAY 19
9:30 a.m. OROVILLE "Fiesta Days Parade"
12:30 p.m. Political Picnic, Orovilie Ball Park
3 p.m. TAHOE
5 p.m. AUBURN, Barbeque at ranch of
Evan Harrison

SUNDAY MAY 20
10:30 a.m. HAWTHORNE, Political Picnic Holly Glen
1:30-4 PASADENA, Political Picnic Brookside

MONDAY MAY 21
10:30 SAN FRANCISCO, Chinatown
11:30 KPIX TV
12 p.m. San Francisco Electric Club Luncheon
San Francisco Shell for Governor HDQ
2 p.m. Sheraton Palace Hotel
8 p.m. Pasadena, Sports Arena

TUESDAY MAY 22
12 p.m. HUNTINGTON PARK, Elks Club, Kiwanis

WEDNESDAY MAY 23
12 p.m. LONG BEACH, Get tickets at L.B. Shell
HDQ for lunch at Petroleum Club
8 p.m. LOS ANGELES, Sports Arena
GIANT RALLY for JOE SHELL
Tickets ($1.00) for sale at all
Shell for Governor Headquarters
Busses available from HDQ to Arena
DON'T MISS THIS GREAT EVENT!

YOU OWE IT TO YOURSELF, YOUR CHILDREN, YOUR PARTY, YOUR COUNTRY
TO LISTEN TO THE MAN OF THE HOUR
THE MAN OF THE YEAR
CALIFORNIA'S NEXT GOVERNOR
JOE SHELL
JOE SHELL
STATEWIDE
TELEVISION SCHEDULE

WEEKENDS OF MAY 12-13 & 19-20

Shell will appear on 15-minute taped segments immediately following the Dan Smoot Report in all areas where that show is telecast.

LOS ANGELES AREA--May 12 & 19, 6:15 p.m., KTTV, Channel 11
   May 13 & 20, 1:15 p.m., KTTV, Channel 11

SAN FRANCISCO AREA--Channel 2, check local listings for time and dates of Dan Smoot Reports

THURSDAY, MAY 17 and THURSDAY, MAY 31

Shell will appear on two, half-hour "Coffee Break with Joe Shell" discussion shows. These will be pre-taped for release over the ABC-TV network throughout California simultaneously.

LOS ANGELES AREA--10:30 to 11:00 a.m., KABC, Channel 7

ALL OTHER AREAS---10:30 to 11:00 a.m., Local ABC-TV outlets

WEDNESDAY, MAY 23

This will be a live telecast of the gigantic "Joe Shell Rally" at the Los Angeles Sports Arena. Telecast will be for one hour, from 8:30 to 9:30 p.m., featuring a major campaign address by Shell. Program will also include colorful activities, special entertainment and guest celebrities.

LOS ANGELES AREA--8:30 to 9:30 p.m., KCOP, Channel 13

SAN FRANCISCO AREA--8:30 to 9:30 p.m., KTVU

SAN DIEGO AREA--Telecast subject to available time clearance

ALL OTHER AREAS--Watch for further announcements

MONDAY, JUNE 4

Shell will appear on special Election Eve half-hour telecast.

LOS ANGELES AREA--7:30 to 8:00 p.m., KRCA, Channel 4

SAN FRANCISCO AREA--7:30 to 8:00 p.m., KRON, Channel 4

ALL OTHER AREAS--Watch for further announcements
FOR IMMEDIATE RELEASE

The biggest "old-fashion" political rally in recent California history, expected to attract some 17,000 persons and millions of television viewers, will be staged at the Los Angeles Memorial Sports Arena Wednesday night, May 23, in support of the Republican gubernatorial bid of Assemblyman Joseph C. Shell.

Plans for the gigantic public rally were announced this week by William Snyder of Whittier, chairman of the ambitious "Joe Shell Rally" committee. Snyder, a former classmate of Shell at the University of Southern California and long-time Republican Party figure, predicted a capacity crowd for the huge Sports Arena with "Shell for Governor" volunteers slated to converge on Los Angeles from throughout the state.

"Origination of this idea came from the grassroots volunteers of the many Shell headquarters throughout Southern California who feel that definite steps should be taken to provide Joe Shell with an impressive majority vote at the June 5 election," Snyder said.

"We have had a most enthusiastic response from all of our campaign volunteers," he stated. "Bus and car caravans from Santa Barbara, Bakersfield, Riverside, San Diego and scores of other areas are already being organized, leading us to anticipate an overflow crowd for this major public rally."

Snyder also serves as Shell's campaign chairman in Whittier, the former hometown of Shell's GOP primary opponent, Richard Nixon. He is a native of Los Angeles and has been active in Republican circles statewide and locally for the past 12 years.
FOR IMMEDIATE RELEASE

Assemblyman Harold Levering, state chairman of Shell for Governor campaign, today released the following statement regarding the results of a continuing poll being made on the upcoming Republican gubernatorial contest:

"Results of a private statewide poll, being made by the Joe Shell for Governor state campaign committee, indicate that Mr. Shell has made spectacular gains on his primary opponent Richard Nixon. Only registered Republicans who stated that they definitely plan to vote on June 5 were counted in the survey.

"The last computation of survey responses was made on Friday, May 4. On that day the results were:

- Joe Shell - 38%
- Richard Nixon - 43%
- Other - 2%
- Undecided - 17%

"The poll indicates that approximately 62% of the state's registered Republicans plan to vote in the primary election. Those
1st add...Gubernatorial Poll

who stated they were planning to vote in the primary were asked:
"If the primary election were being held today, for whom do you
think you would vote: Richard Nixon or Joseph Shell?"

Increasing awareness on the part of Republicans that
only Joe Shell can beat Pat Brown in November was given as the
chief reason for voter preference. A more complete knowledge of
and experience in state affairs was the second most frequently
mentioned reason given by respondents who said they planned to vote
for Shell.

The continuing poll is being conducted by volunteer
workers throughout the state under professional supervision.
Mrs. Wright,

Our copying machine is on the fritz, so would you please send copies of the two attached sheets to Dick Ports and Sandy Quinn.

Thank you,
INTER-OFFICE MEMORANDUM

Nixon for Governor

To: Bob Holden

From: [Signature]

Subject: [Blank]

Distribution: Thought you would want to see

Date: 14 May 62
Here's a news item about Joe Shell you might have missed . . .

SACRAMENTO UNION
Nov. 10, 1961

Affairs of State

Picture Shell Paints
Certainly Not Pretty

By HENRY C. MacARTHUR
Capitol News Service

As one of the less flamboyant candidates for the Republican nomination for governor, Joseph Shell, Los Angeles assemblyman, probably has a better chance to evaluate the "feel" of the voting public, particularly on conditions applying to California economics at the present time.

His report as to what he is seeing doesn't add up to a pretty picture. The candidate has made 307 speeches in the past three months, in all sections of California, and has talked to hundreds of people in virtually all walks of life.

There is a general feeling, he said, that the state government is being operated in an ineffective manner, and a general belief that changes in the administrative force, from the governor down, should be made.

HEAVY TAXES
Also, he declared that most of the people he has talked with believe government is taxing too heavily for what the public is getting out of their burdensome taxes.

Specifically, Shell noted that probably the worst situation now on record is the fact that many firms either are changing plans to locate in California, moving out of the state, or are curtailing their operations here, with resultant losses in jobs, personal incomes, and of course taxes to support the state government.

He pointed out that in the San Francisco Bay area, the state lost about $50 million a year through these causes, along with 9000 jobs.

OltTER TYPEs
Shell was specific in stating that that was only a small portion of the industry refusing to come to California, or moving out to a more favorable tax climate, in some other state. The Bay Area situation, he said, applied only to metal trades, but there are scores of other types of businesses involved.

The state can ill afford to be losing ground in the maintenance of current jobs, and the creation of new work through establishment of new industry and business in California.

With the rapid growth of population, recession in jobs can result eventually only in more welfare programs, such as the present administration is sponsoring, all of which means greater costs to the California employers who now are financing some of these programs, like increases in unemployment insurance taxes imposed by the Legislature with the sponsorship of Governor Brown.

EMPLOYER SQUEEZE
The state's receding economic picture travels in a vicious, contracting circle, with the employer eventually to be squeezed in the middle by high welfare taxes.
Shell said the showdown must come soon as to whether the people of California want to continue the present trend toward the welfare state. He recommends discontinuing the trend through a change of administration.

The Los Angeles assemblyman is the first candidate for the state's highest office who has discussed economics dispassionately, and pointed out the path the state is taking.

In fact, most of Shell's thinking is dispassionate, but exceedingly full of facts, figures and sound opinions concerning the trends of 1961, along with some cogent ideas for remedies.

He is at least bringing some of the real issues of the forthcoming campaign for governor into the open.
"This is the platform on which I have been campaigning and will continue to campaign as candidate for the Republican nomination for Governor.

"These are the facts and figures to which I have been alerting the people.

"I commend this article to your consideration."

Assemblyman Joseph C. Shell
Republican floor leader.

BUSINESS & GOVERNMENT

High State, Local Taxes Put Damper on Industry

BY RAY HEBERT, Times Urban Plans Editor

HIGH TAXES—both state and local—are putting a pinch on California's industrial growth by eating into business profits. What's more, because of the high costs of doing business here, some firms are bypassing California in their search for new plant locations.

These points, spotlighted during recent sessions of the California Manufacturers Assn., have emerged as perhaps the most limiting factors in California's industrial economy.

Many of the executives who attended the association's annual meeting at Hotel del Coronado went away with the feeling that while California may have a wide edge in climate, for instance, this element cannot be considered alone in judging the state's manufacturing advantages.

Of particular interest to CMA members were the critical points raised by two Southern California plant executives who were in a position to compare their companies' operations here with divisions doing business in other states.

Both agreed that state and local taxes have reached a burdensome level and, in some cases, constitute an alarming threat to profit.

A study made by Fred W. Mill, division controller of the National Supply Co. of Torrance, a division of Armco Steel Corp., showed that California manufacturers are actually at a disadvantage when the taxes they pay are measured against assessments in other states.

Mill's survey covered the 28 states where Armco maintains facilities. California was the second highest with a tax bill of $41.84 on every $1,000 worth of inventory and assets.

"Louisiana is the highest, of course," Mill explained. "Our figure there is $53.30 per $1,000. You know, they are still paying for the frivolities of the Huey Long regime."

He made another comparison. By multiplying the firm's California investment by the Texas rate of $12.32 per $1,000, the company would pay only $154,030 rather than its $523,122 outlay here last year.

"If we had this investment in Texas, we would have an annual tax saving of $369,092," he said. "This saving in 10 years would pay for capital expenditures in the amount of $3,690,000. In other words, we would only have to pay 29.45%"
### TAXES PAID OR ACCRUED IN 1960

<table>
<thead>
<tr>
<th>State</th>
<th>Net Book Value</th>
<th>Tax Paid Per $1,000 of Inventory and Assets Within State</th>
<th>Total</th>
<th>Property</th>
<th>State and City Income</th>
<th>Franchise and Other Taxes</th>
<th>Gross Receipts and Use Taxes</th>
<th>Sales Tax Collected in 1949</th>
</tr>
</thead>
<tbody>
<tr>
<td>California</td>
<td>12,502,418</td>
<td>41.84</td>
<td>523,122</td>
<td>489,350</td>
<td>20,260</td>
<td>3</td>
<td>13,509</td>
<td>274,462</td>
</tr>
<tr>
<td>Kansas</td>
<td>1,025,738</td>
<td>21.53</td>
<td>22,081</td>
<td>19,515</td>
<td>2,556</td>
<td>10</td>
<td>—</td>
<td>78,472</td>
</tr>
<tr>
<td>Louisiana</td>
<td>1,903,461</td>
<td>53.30</td>
<td>101,460</td>
<td>75,492</td>
<td>8,661</td>
<td>17,307</td>
<td>—</td>
<td>404,242</td>
</tr>
<tr>
<td>Ohio</td>
<td>2,652,712</td>
<td>11.11</td>
<td>29,467</td>
<td>14,034</td>
<td>262</td>
<td>12,191</td>
<td>2,980</td>
<td>4,095</td>
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<tr>
<td>Oklahoma</td>
<td>1,514,887</td>
<td>24.17</td>
<td>36,621</td>
<td>29,393</td>
<td>4,139</td>
<td>3,089</td>
<td>—</td>
<td>167,404</td>
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<tr>
<td>Texas</td>
<td>14,371,113</td>
<td>12.32</td>
<td>177,122</td>
<td>152,270</td>
<td>—</td>
<td>24,852</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Wyoming</td>
<td>1,026,144</td>
<td>10.03</td>
<td>11,311</td>
<td>11,278</td>
<td>33</td>
<td>—</td>
<td>99,468</td>
<td>—</td>
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<tr>
<td>All Other</td>
<td>8,071,654</td>
<td>10.03</td>
<td>80,962</td>
<td>47,850</td>
<td>13,212</td>
<td>5,721</td>
<td>14,179</td>
<td>512,542</td>
</tr>
<tr>
<td>TOTALS</td>
<td>72,483,001</td>
<td>18.95</td>
<td>1,373,706</td>
<td>1,029,981</td>
<td>187,790</td>
<td>78,453</td>
<td>67,482</td>
<td>1,549,216</td>
</tr>
</tbody>
</table>

**TAX COMPARISON**—Compilation of 1960 tax rate by states on $1,000 of inventory and assets as paid by National Supply division of Armco Steel Corp. shows California ranks second only to that of Louisiana. In Pennsylvania, where company has heaviest inventory and assets, rate is only $13.31.

### BUSINESS & GOVERNMENT

**One Firm Traces Tax Tribulations**

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Continued from First Page of $523,122, which would give us $154,030.”

Mill suggested that the only answer to the heavy tax burden on business in California is to keep state legislators “completely informed” to the cost of the various bills that are presented to them that require financing.”

Another comparison of taxes paid by California plants came from Harry Ryman, assistant to the general manager, Grayson Controls of Long Beach, a division of Robertshaw-Fulton Controls. The firm operates manufacturing plants in five states, including California.

“Since all plants are engaged in a somewhat similar line of endeavor, it is always interesting, and sometimes discouraging, to compare results,” he explained.

“The discouraging part is to recognize conditions affecting our profit in California which apparently do not have the same impact in other states.”

The plant here, he explained, has managed to reduce costs in a number of categories “but in at least two major areas we continually lose ground — labor costs and taxes.”

Ryman, referring specifically to taxes, pointed to the concern caused by “the constant increase year after year with no end in sight.” As an example, he cited e.g., $10.79; Connecticut, the increase in unemployment taxes. Next year, he said, this tax will jump—in terms of cost—from $68,000 to $75,000. He said this amounts to a per employee firm in California in the first increase of $85 from the place.

This was emphasized by a discussion he had recently with a company official about a new division that Robertshaw - Fulton maintains plants, its facilities in Lebanon, Tenn. California paid 50% of the corporation’s total property taxes although California-locations before making their decision, Ryman explained, only 33% of the total assets.

“Since all plants are engaged in a somewhat similar line of endeavor, it is always interesting, and sometimes discouraging, to compare results,” he explained.

Ryman referred to a recent report which showed that the five states where Robertshaw - Fulton maintains plants, its facilities in Tennessee were:

- Pennsylvania: $4.06
- California: $8.81
- Texas: $19.79
- Connecticut: $21.67
- California: $32.44

Actually, Ryman said, climate remains as the only major attraction among the states. “The discouraging part is to recognize conditions affecting our profit in California which apparently do not have the same impact in other states.”

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Why should a man not debate with an opponent, if he's right?

John Lyons
2339 Favreto
Santa Clara
May 10, 1962

To: Pete Flanigan

From: Bob Haldeman

The attached memorandum summarizes Joe Shell’s television purchases for the primary campaign.

You will note his expenditure totals over $86,000 for spots, and he will have one-hour coverage of his Rally on the 23rd.

Bob Finch thought you would be interested in these figures, and the fact that because of severe budget limitations, it appears we will have to forego any television spot advertising, although we had originally budgeted $75,000 for this purpose state-wide.

Best regards.
May 10, 1962

Joe Shell - TV Spot and Program Buy

**SUMMARY**

<table>
<thead>
<tr>
<th>Location</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles</td>
<td>$65,000.00</td>
</tr>
<tr>
<td>San Francisco</td>
<td>72,459.50</td>
</tr>
<tr>
<td>San Diego</td>
<td>840.00</td>
</tr>
<tr>
<td>San Antonio</td>
<td>1,000.00</td>
</tr>
<tr>
<td>Phoenix</td>
<td>4,500.00</td>
</tr>
<tr>
<td>San Diego-San Diego</td>
<td>325.00</td>
</tr>
<tr>
<td>Vegas</td>
<td>550.00</td>
</tr>
<tr>
<td>Bakersfield</td>
<td>260.00</td>
</tr>
<tr>
<td>Loma Linda</td>
<td>241.00</td>
</tr>
</tbody>
</table>

**Total**            | **$172,616.00** |