

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>
64	16	n.d.	Report	Report on the Special Projects of the Nixon for Governor campaign. 4 pages.
64	16	n.d.	Report	Report on Research of the Nixon for Governor campaign. Includes personnel, procedures, task forces and position papers, etc. 2 pages.
64	16	n.d.	Other Document	"News Letters" and "Miscellaneous" tabs with no materials included. 2 pages. Not scanned.
64	16	n.d.	Report	Nixon for Governor - Handbook for Community Organization. Cover page. 1 page.
64	16	n.d.	Report	Nixon for Governor - Handbook for Community Organization. "Community Chairman: How to organize and manage a Nixon for Governor Community Organization" tab. 20 pages.
64	16	n.d.	Report	Nixon for Governor - Handbook for Community Organization. "Finance: Preparing Budget, Fund-Raising Ideas, Direct Solicitation, Special Projects, Record Keeping" tab. 16 pages.

S P E C I A L P R O J E C T S

KEY PROGRAM

The so-called "KEY PROGRAM", a function of the Office of Special Projects, directed by Carol Arth, is a professionally staffed program carried on by volunteer workers who have accepted responsibility for doing campaign research at the local level. The Volunteers perform this research through reading their local newspapers each day and bringing their individual reactions to any and all stories, editorials, etc., appearing therein to the attention of the campaign organization at regular intervals.

This Program includes also a similar and massive research operation conducted by volunteer workers who audit and monitor radio and TV news and comment programs, forwarding their impressions to the campaign organization on a regularly scheduled basis.

As indicated, the keystone of both segments of this program is in the large number of intelligent and objective volunteers recruited to do the research work involved.

STUDY GROUP PROGRAM

Immediately after the Primary Election, two test pilot study groups will be held in the western section of Los Angeles County in an effort to provide a systematic means for people interested in general or specific areas of the campaign strategy or issues to meet and discuss these matters and prepare recommendation papers for consideration by the campaign management and candidate. These groups will consist of not more than 25 invitees.

A group of 3 volunteer coordinators has been formed. The office of Special Projects will provide minimal staff assistance to encourage the development of this program and to guide the pilot groups in setting up this activity and to coordinate, evaluate, and screen incoming reports and perfect techniques used for expanding the program.

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PRIMARY TELEPHONE COMMITTEE
AND
OPERATION TELEPHONE
COFFEE HOURS
NIXONETTES
NIXONETTE ACCESSORIES
SALE OF JEWELRY

The programs listed above represent package of activities. For example, coffee hours are undertaken to recruit volunteer workers and raise money to purchase phones for Operation Telephone; Nixon jewelry is sold with the monies received being retained by the community Nixon organization for the purpose of financing Operation Telephone.

The Office of Special Projects, directed by Carol Arth, has the responsibility for directing and assuring the smooth functioning of these programs. In the eleven counties of Southern California, this direction will be under the experienced leadership of Valley Knudsen, Vice Chairman, Southern California Nixon for Governor Campaign, and the coordination of Henriette Cowgill.

A woman vice-chairman who would accept the responsibility for these programs in northern California has not been appointed as yet. It is hoped that such an appointment will be made soon so that the woman appointed will have the benefit of the counsel and advice of Mrs. Knudsen and Mrs. Cowgill before the Primary Election is upon us.

The foundation for the success of all of these activities is in the enlisting of large numbers of volunteer workers at the community level. This is accomplished in the following ways:

Compilation at state headquarters of the names of all persons, with their addresses and telephone numbers, who worked in any aspect of any of these activities in 1960. Breaking down these lists of names by county and city, town and area within each county for distribution to the Nixon County Chairman.

At the same time as the above lists of 1960 workers are being readied for distribution, the names, addresses and phone numbers of all 1962 volunteers are integrated into these lists for distribution in the same fashion.

Mrs. Knudsen and Mrs. Cowgill will further aid in recruiting the 1960 volunteers by addressing a personal letter to each one the first week in April to determine (by means of a return postcard) the ones who will work in this campaign. This information also will be forwarded to the county involved.

In the meantime, each Nixon County Chairman, counselling with Mrs. Knudsen if he desires, will appoint a Nixon County Vice Chairman, - a woman - and, together, they will appoint county chairmen for each of these activities.

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This procedure will be repeated at the community level.

Using the lists supplied by headquarters, organizing Coffee Hours with good speakers to speak, distribute campaign materials, and sign up volunteers, using all volunteers who have signed up with local Nixon headquarters, will provide a good foundation of workers for our candidate.

During the Primary period, all volunteer telephoners who have been recruited by the Primary Telephone Committee Chairman will be called upon to:

using the reverse guide telephone directories, insert
telephone numbers on the precinct sheets or lists
conduct a candidate preference poll by telephone
solicit funds, and
help GET OUT THE VOTE ON ELECTION DAY

At state headquarters during this period work will have begun on compiling the total figures of all registered Republicans by county and breaking these totals down numerically and statistically for each city, town and area therein.

Based on this information, the Office of Special Projects will compute the number of telephones it will be necessary to have in each county, city, town and area (based on a formula of calls per phone) during the 4 day BLITZ preceding the General Election.

This information will be furnished the County Telephone Chairmen for distribution to the city, town and area Telephone Chairmen in the form of individually prepared work sheets with instructions for procedure and "countdown" time for completion of each phase of Operation Telephone attached.

A continuous liaison will be maintained between state headquarters and the County Telephone Chairman to assure that sufficient volunteers are being recruited to successfully carry out Operation Telephone and to assure that the Chairmen are meeting the time schedules set for completing each succeeding segment of this important activity.

"Action Memos" on Primary Telephone Committee, Operation Telephone, and Coffee Hours are ready for distribution to all appropriate persons.

SALE OF JEWELRY

Each Nixon County Chairman and Co-Chairman, together, will appoint a county chairman for the sale of jewelry. She in turn will appoint a chairman for this activity in each city, town and area of her county.

In the meantime, display boards, samples (to the extent possible), price lists and order forms will have been furnished by state headquarters to each county

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chairman for jewelry sales. She, in turn, will make this information available to her chairmen at the community level.

Monies received locally from the sale of Nixon jewelry is to be retained there for the purchase of telephones for Operation Telephone.

Details of the program are contained in an "Action Memo" which will be distributed to the Nixon County Chairmen of Southern California at the Seminar on March 31 and to the county chairman for this activity on appointment for her information and for distribution to the community chairmen for jewelry sales.

NIXONETTES

Nixonettes will be used on a limited basis during the Primary period and the program will go into full swing for the General Election with recruiting and training to begin in August.

The same appointment procedure will be followed in appointing Nixonette Chairmen at the county, city town and area level as is followed in the other programs.

"Action Memo No. 1" will be distributed at the Seminar and to the Nixonette County Chairman on appointment for her use and for distribution to the Nixonette community chairmen as they are appointed.

R E S E A R C H

Briefly:

The research operation's major concern is with issues. The staff and advisers prepare all background materials; suggest approaches; provide documentation to both make and answer attacks; prepare speech material releases; maintain liaison with experts in various fields; brief the candidate and key campaign personnel in special areas; provide the candidate; maintain extensive files on issues on a daily basis.

Personnel:

Research Director is Assemblyman Houston I. "Hugh" Flourney. He works directly with the staff and several advisers to the staff, including Mr. Nixon's legislative liaison, Assemblyman Howard Thelin, the campaign counsel, Robert Finch, and issues consultant, Mildred Younger.

Other staff include researchers, an administrative secretary, a clipping and file clerk, and a typist.

Al Moscow, Mr. Nixon's speech and publications consultant, works in conjunction with the research staff.

Procedures:

(a) each speech appearance is discussed at a staff meeting; following the candidate's recommendations and additional staff suggestions, a tentative outline is prepared and sent to the candidate. With approval, a basic speech and/or newspaper excerpts are prepared.

(b) the staff maintains a work book of background material on about 25 major areas of state issues. Changes are made on an almost daily basis as new developments take place.

(c) a fact book on California is kept up to date for use in preparing background briefings for tours and appearances. In addition, this is supplemented by depth research, including local inquiry and contact, for each appearance.

(d) the staff digests about 30 state newspapers daily, with pertinent clippings from these maintained in files. Thermofax copies of news stories, editorials and columns relevant to the campaign are distributed to key campaign personnel on a daily basis.

(e) upon request from the public relations and/or other campaign arm, the research division prepares background material for use in brochures, newsreleases, etc. The staff also provides "spot" research, answers to questions emanating from other campaign arms.

Task Forces and Position Papers:

The Research Division also maintains contact with and recruits academic and non-academic experts in various fields. These are organized into "task forces" according to the area of their specialties.

From meetings with these "task forces" come position papers, which analyse in depth the basic problems in a given area, place the subject in historical and contemporary perspective, and suggest solutions-- or areas of possible solution--to problems as well as possible future courses of action in the field. These will be utilized in developing the basic campaign platform.

NIXON

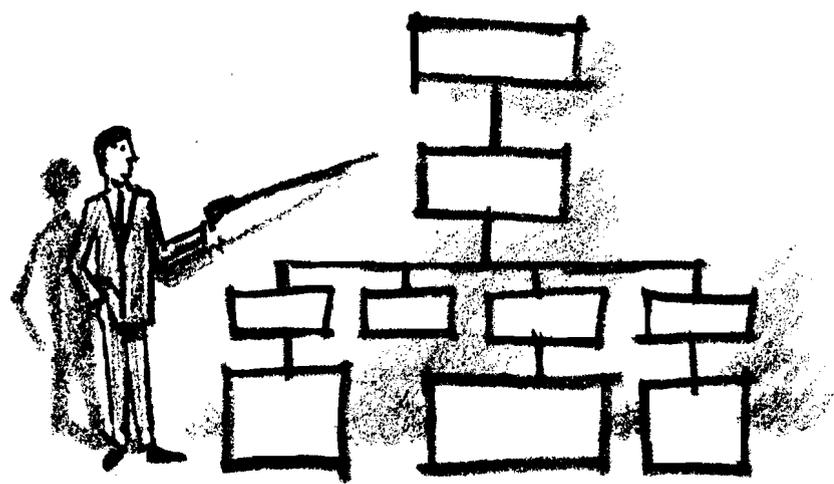
FOR GOVERNOR

**Handbook for
Community
Organization**



COMMUNITY CHAIRMAN

How to organize and manage
a Nixon for Governor
Community organization.



PREFACE

POINTING THE WAY

This handbook is your guide to organization and development of an effective Nixon Community Campaign Committee.

Supplemental material which will be sent to you separately will suggest other projects and activities aimed at developing broad public interest and support for Richard Nixon for Governor.

These ideas merely point the way. Their success will depend upon the measure of local enthusiasm and ingenuity applied to them.

INTRODUCTION

When Richard M. Nixon is elected Governor of California on November 6, 1962, he will be elected by a majority of all the people. Democrats and Independents, as well as Republicans, will mark their ballots for Dick Nixon. This broad support is essential for victory.

PURPOSE OF NIXON COMMUNITY CAMPAIGN COMMITTEE

The purpose of the Committee which you have agreed to form is to mobilize this broad Nixon support for effective action. While the Nixon candidacy will, of course, be supported by the Republican organization, many of your neighbors will prefer to work solely for the election of Dick Nixon and to carry on their activity through an independent organization.

Your Committee is that independent organization. Your Committee will mobilize the tremendous enthusiasm that exists for Dick Nixon, and give Nixon supporters the chance to back up their convictions with action.

It is also the means of convincing the undecided that the future of our state demands that Dick Nixon be elected its Governor.

The sole aim of all your Committee's activities is votes for Dick Nixon on November 6 - and nothing else.

Measure each suggested activity against this yardstick: "Will it bring more voters to the polls to cast their ballots for Nixon on Election Day?"

If the answer is "yes", do it. If the answer is "no", forget it.

The job ahead is a challenging, exciting, tremendously vital one. It begins today. It ends on November 6. In the few short intervening months you and the leaders of hundreds of other Nixon Committees up and down the State will be front-line commanders in the greatest, most vigorous and most crucial campaign in California political history.

Our cause is right. Hopes of victory are high. Whether we achieve that victory so important to the future of California depends in large part on how well ...how enthusiastically...we do our job.

ACHIEVING YOUR OBJECTIVE

Your Committee will achieve the desired result in two ways: (1) publicity and (2) person-to-person contact. Since each of these methods will be dealt with in detail later, a brief comment here will suffice.

Through publicity covering the Committees' activities and membership, the undecided in your community will be made aware of the broad support that exists for the Nixon cause. More important, they will see that many of those whom they respect, people known for civic activities and not for partisan politics, have decided for Nixon. This will have a very real impact on their own thinking.

Person-to-person contacts should be made with as many voters in your community as possible---preferably all of them. These contacts should be made to tell the Nixon story to the undecided and to ask every voter to cast his ballot for Richard Nixon on November 6.

SINGLE QUALIFICATION FOR MEMBERSHIP

The only qualification for membership in your organization is enthusiastic support of Richard M. Nixon for Governor. Leadership, as well as membership, is open to Democrats, Independents, and Republicans alike, and your organization must be careful to take no action by which it would lose its appeal to members of any of these groups.

YOUR AREA OF ACTIVITY

The geographical area of activity of your organization is your "community." That "community" may vary from one or more counties in a rural area, to a township in a more heavily populated county, or to one section of a major metropolis.

The exact geographical boundaries of your organization should be worked out by you with your Nixon County Campaign Chairman. A good general rule is that the area should be large enough to support a complete action program for the Committee, but small enough to be effectively covered by the Committee.

SERVICE FROM NIXON STATE HEADQUARTERS

To help you in the organization and operation of your Committee, a State Headquarters has been established with offices at 3908 Wilshire Blvd., Los Angeles 5, for Southern California, and at 525 Market Street, San Francisco, for Northern California.

The staff officed at these locations has the function of assisting your Committee and hundreds of others like it throughout the state.

While each community Committee is autonomous and under the leadership of a chairman like yourself, each is part of a state-wide network of Nixon Community Campaign Committees.

The State Headquarters will offer:

1. Direction of Community Committee activities, to the extent you desire it, through handbooks such as this for the chairman and other key leaders.
2. A "seed supply" of campaign literature, bumper strips and buttons, and a buying guide for additional materials.
3. The names of residents of your community who have volunteered their services through state headquarters.
4. Co-ordination with the activities of other Community Campaign Committees.

YOUR OPERATING GUIDE

This handbook has been prepared in loose-leaf form. From time to time, additions will be sent to you for insertion in the appropriate sections. This handbook, as supplemented, will then be the complete operating guide for your Committee.

The ideas and suggestions offered in this handbook work. They have all been used successfully. By following them you will avoid trial and error and will do an effective job.

However, the handbook outlines a minimum program for your Committee. You are expected to adapt these general ideas to your own particular situation and to add additional ideas yourself.

TWO IMPORTANT POINTS TO REMEMBER

1. You and your Committee must not get involved in local primaries nor endorse or work for any candidate other than Richard Nixon. If you did, your Committee would lose those members who are for Nixon but disagree with your choice of other candidates.
2. You should check in with local Republican leaders, explain the purpose of organizing your Committee and express the desire to cooperate with them.

YOUR RELATIONSHIP WITH THE REPUBLICAN PARTY

Your Committee should never attempt to replace nor compete with the Republican Party in your state or community.

Although the regular Party organization will gear its efforts to the election of candidates at all levels, the gubernatorial race...which is our single objective...still is of primary importance to the overall Republican campaign.

This makes it inevitable, and essential, that we work together harmoniously and effectively.

In its desire to elect Richard Nixon, the Party recognizes the vital importance of broadening the effort beyond Party lines. And this is where the Nixon Community Campaign Committees come in.

Our job is to enlist, stimulate and activate Independents and Democrats, as well as Republicans, in the Nixon campaign. The Republican Party, of course, will focus its main attention toward turning out the Republican vote.

Moving independently and forcefully toward the same objective, Nixon Campaign Committees and the Republican Party together can develop the mighty momentum necessary for victory in November.

Your role, then, is to supplement and broaden the Republican effort, cooperating with the Party, but working independently and autonomously.

HOW TO GET STARTED

Now is the time to begin. By tomorrow a day will have been wasted. You have much to accomplish by November 6.

Your Committee will be known by the people who form it. Your effectiveness will be determined by the ability and enthusiasm of your leaders.

Therefore, start by forming an Organizing or Steering Committee of proven organizers and key leaders in every phase of community life. This will be a temporary committee, limited to perhaps 15 to 20 people who will give stature, importance and practical "know-how" to your activity in the formative stages.

THE ORGANIZING COMMITTEE SHOULD INCLUDE

1. The Nixon Community Campaign Committee Chairman...a man or woman active and respected as a civic leader and well backgrounded in the planning and conducting of important public programs. He or she should be a person primarily known for his participation in civic and charitable, rather than partisan political causes.
2. The most active and respected woman (if the chairman is a man) in the community, who may serve as vice chairman. The ladies will do the lion's share of the work and should be brought in at the outset and given positions of leadership throughout the campaign.
3. Four persons, men and women, best qualified to serve as heads of the key operating sub-committees:
 - (a) Finance
 - (b) Headquarters
 - (c) Activities
 - (d) Public Relations

The success or failure of the entire program will depend on how well these people do their jobs. Be sure they are persons with both energy and experience, people who know how to produce in civic affairs and are not afraid to work.

4. The top leaders in your community, including broad representation from business, the professions, agriculture, labor and ethnic and interest groups...men and women who have distinguished themselves as heads of Red Cross, YMCA, Community Chest drives, or who have held leadership positions in non-partisan political or school board campaigns...leaders in the 1960 Nixon-Lodge Clubs.

Enlist top lawyers, doctors, educators, churchmen, union officials, sports figures, farmers, heads of fraternal and civic groups to serve as active advisors and participants. Men and women of this caliber

are newsworthy and know how to get things done in the community. Your Committee needs them to be effective and attractive to the public.

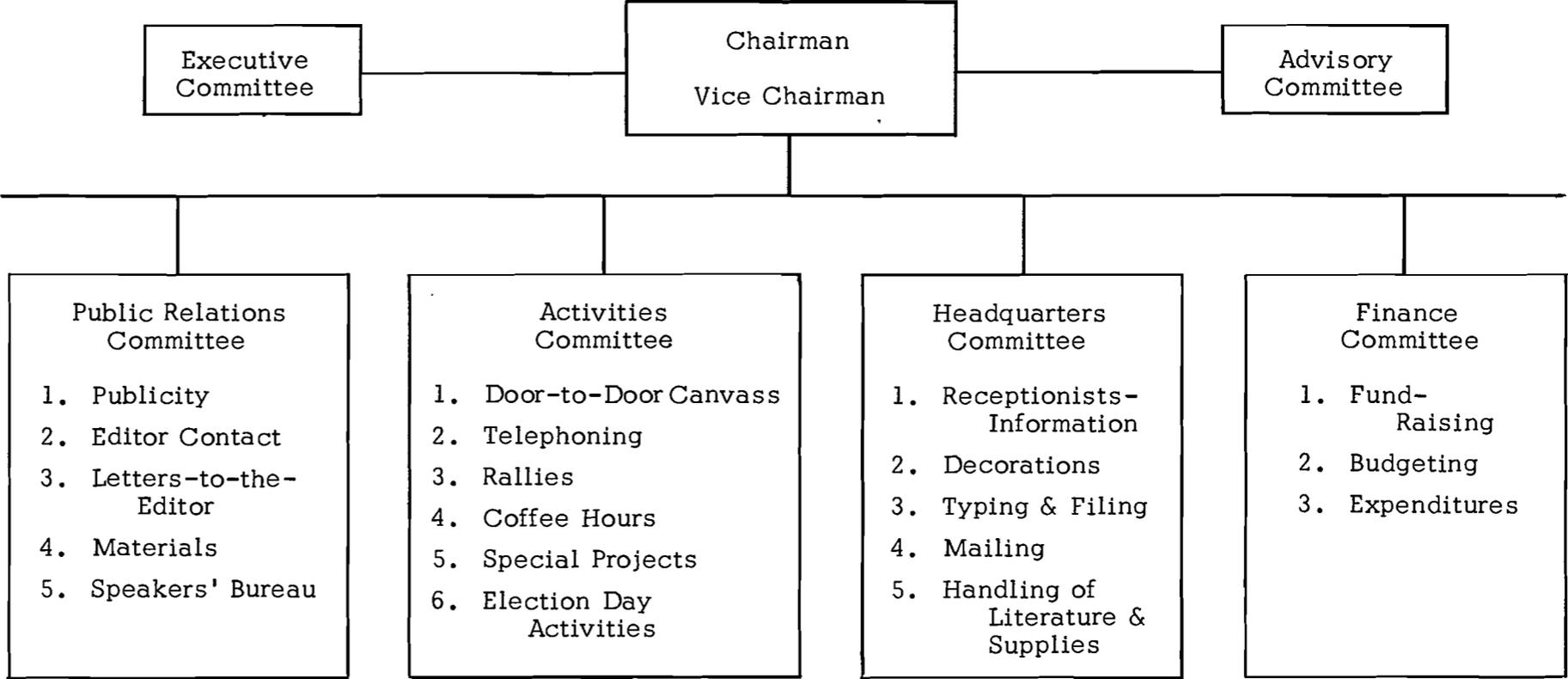
These people, taken together, form your Steering or Organizing Committee. Review the list to make sure you have representation from every important segment of community life. Make sure the list commands attention in your community. And make certain its composition does not weaken your organization's claim of political independence.

Then...select a convenient time for your important first meeting...the organizing meeting. Do it soon!

CONDUCTING YOUR ORGANIZATIONAL MEETING

1. Opening remarks. Open the meeting by describing the purpose and character of your organization and the approach to be used in pursuing the single objective...the election of Richard Nixon Governor of California.
2. Appoint Sub-Committees. Appoint sub-committee chairmen and members and assign them their responsibilities. With a little groundwork before the meeting, the Organizing Committee will appoint as sub-committee chairmen, those people you feel are best qualified for the various posts.
3. Establish a timetable. Establish an overall timetable to guide your organization in its activities.
4. Issue news release on Committee formation. Approve a news release announcing the formation of your Committee. The birth is one of its major events. It is newsworthy, so do not waste it. Make sure it gets complete coverage by all media. A sample release is included in the Public Relations Committee selection of this material.
5. Schedule the next meeting. Set a date, within the next few days, for the first meeting of the Executive Committee, and adjourn the organizing meeting.

SUGGESTED TABLE OF ORGANIZATION



6. Promptly submit to State Headquarters, the names of your officers, sub-committee chairmen and all members of your organization.

OFFICERS AND RESPONSIBILITIES

Dozens of activities will be undertaken by the Committee membership during the campaign. For each activity and event, there should be a special chairman. This gives responsibility and sense of participation to the maximum number of members, thus encouraging greater effort.

EXECUTIVE COMMITTEE

The chairman, vice chairman and heads of your sub-committees should comprise your Executive Committee. This committee will have the responsibility for day-to-day operation of the Committee.

ADVISORY COMMITTEE

When the Organizing Committee is dissolved following the organizing meeting, members of that group, should be named to the Advisory Committee. The function of these people will be to offer guidance and support to your overall Committee.

OFFICERS

A. CHAIRMAN

Your responsibility is easy to state. You are responsible for the Committee and for its success. Yours is the opportunity to make a major contribution, primarily through influencing the Independent and Democratic voters, toward the election of Dick Nixon as Governor of California.

Once the Committee is organized, the chairman's job is first to draw up, in conjunction with the Advisory and Executive Committees, an action program for the Committee.

The second responsibility is to see that the program is effectively carried out, primarily through the sub-committee chairmen.

The chairman also has the important and sensitive job of coordinating his Committee's activities with those of other organizations that are working for the election of Dick Nixon.

In the campaign we must be sure that no effort is wasted through duplication of work and no opportunity overlooked through faulty coordination. While the Nixon Campaign Committees have a different area of responsibility from the regular Republican organization, both are working toward the same goal.

In certain activities, primarily voter contacts, it is essential that the two groups coordinate. For example, if the Republican organization is covering all Republicans in its canvassing, your Committee can concentrate on its special targets -- Independents and Democrats.

If, however, the Party organization needs help in getting to all registered Republicans, your Committee should offer that help.

It is the responsibility of the Committee chairman to maintain close liaison with the Republican organization to assure an effective campaign for the election of Richard Nixon on November 6.

B. VICE CHAIRMAN

The vice chairman is an individual -- usually a woman, particularly if the chairman is a man -- with proven leadership qualities, zeal for the job, and time to devote to it. She or he is to work closely with the chairman in the carrying out of his responsibilities.

In particular, where the vice chairman is a woman, the women's activities and the women volunteers should be her special concern. She should be assisted by a telephone chairman, a jewelry chairman and a Nixonettes chairman.

Remember that the ladies have the time and devotion to carry on the major part of the Committee's activities.

C. CHAIRMAN, PUBLIC RELATIONS COMMITTEE

The head of this committee is responsible for getting the Nixon story, and your organization's part in that story, to your community. This is a key assignment since publicity is one of the two ways by which your committee can influence voters.

Described briefly below are several activities which may be carried out by sub-committees under this category.

1. Publicity - Keeping the newspapers, radio and TV stations aware of the Committee's activities; the preparation of news releases on Committee activities, membership growth, the Candidate, and the like.
2. Editor Contact - Personal contacts with the editors of local newspapers and other media encouraging their support of Nixon.
3. Letters-to-the-editors - A letter-writing force to write to the editors of all local publications, praising favorable articles, pointing out the errors in unfavorable ones, supporting Dick Nixon's position on key issues.
4. Materials - Supervising all promotion materials such as buttons, posters, banners, hand-outs, and the like.

5. Speakers' Bureau - Making sure that for every opportunity to tell the Nixon story in your community there is an articulate and persuasive Nixon supporter available to speak. This means discovering both the speakers and the forums, and then bringing them together.

D. CHAIRMAN, ACTIVITIES COMMITTEE

This committee is responsible for the other key means of winning Nixon votes on November 6 --- namely, person-to-person contact.

Members of your Committee will contact the public -- individually and en masse -- to stimulate enthusiasm and support for Richard Nixon, and to get out the Nixon vote on Election Day.

Here are some of the ways your Committee can accomplish this:

1. Door-to-door canvass. The most effective way of winning supporters is by conducting a systematic precinct-by-precinct, door-to-door canvass of your entire community.

You will probably want to combine in a single canvass your campaign to recruit new members, to raise funds, to urge voters to vote for Dick Nixon, to determine which intend to vote for him, to hand out buttons, bumper strips and literature and to locate pro-Nixon voters who need to be registered.

This most important activity should get under way as soon as possible, as it will provide you with the manpower and funds to expand all your activities.

2. Telephone Canvass. When precinct sheets are obtained in May, you will probably want to shift emphasis from the door-to-door canvass to a telephone canvass. Time will be getting short and you will be able to cover more quickly by telephone the precincts that have not been canvassed door-to-door.

Many more workers will be willing to telephone than to go door-to-door, so you will increase the scope of your canvass when you switch to telephoning.

As in the case of the door-to-door canvass, your telephone canvass can include membership recruiting, fund raising, comments on why Dick Nixon should be elected Governor and a determination of which voters intend to vote for him.

Careful advance planning and close supervision are essential to an effective telephone canvass.

3. Public rallies. A campaign's not a campaign without rallies. There is no better vehicle for stirring enthusiasm and support for our Candidate, and increasing interest in your Committee.

You can stage your own rallies or tie in with Party or community events -- such as parades, conventions, state and county fairs, public meetings, campaign stops, speaking appearances.

Timing is of utmost importance. Develop mounting momentum geared to reach a dramatic climax right before Election Day.

Be sure to check calendar of community events to avoid conflicting dates.

4. Coffee hours. Neighborhood meetings, held in members' homes, are an effective means of convincing the undecided to vote for Nixon and to equip your friends to become better, more enthusiastic Nixon salesmen.
5. Special projects. Selling or circulating Nixon books will add interest and impact to your Committee activity. Suggested ideas will be incorporated in supplemental material and you, in turn, will think of many more.
6. Election Day activities. The only tangible measure of your success will be the number of votes you turn out for Dick Nixon on Election Day. Everything else is frosting on the cake.

All your efforts should be geared toward an effective get-out-the-vote drive.

In addition to telephoning all pro-Nixon voters who have not

voted by early afternoon on Election Day, activities include supplying baby-sitters and transportation to the polls, poll-watchers and voter check-offs.

In the general election, these activities should be closely coordinated with the Republican organization.

All these jobs can be fun, if properly organized and executed. And nothing is more basic to the success of a campaign than the activities under this committee.

E. CHAIRMAN, MEMBERSHIP COMMITTEE

None of the vitally important jobs can be accomplished without the necessary manpower. The chairman of the Membership Committee is responsible for supplying that manpower.

The size of your Committee will be one accurate measure of its success. Make it your aim to have every Nixon supporter in the community an active member of your Committee.

A sub-committee should be set up to reach people through the organized groups to which they already belong -- i.e., veterans, women, youth, labor, racial and nationality groups and business, professional and fraternal organizations.

Appoint to the Membership Committee a leader from each such group, a person who commands maximum influence with its members. Give him the responsibility of enlisting Nixon committee members from his group.

F. CHAIRMAN, HEADQUARTERS COMMITTEE

This committee might well be headed by the secretary of your Committee. It is responsible for the establishment and efficient operation of your headquarters, an essential to a well-run Committee.

One of the Committee's most important assets is its membership file. Maintaining this file and other Committee records, handling mailings and materials, serving as an information center, are responsibilities of your headquarters committee.

Volunteers soon lose their enthusiasm if not given a specific job to do. It is the function of this committee to see that each volunteer is promptly assigned a specific, meaningful task.

G. CHAIRMAN, FINANCE COMMITTEE

Try to recruit an experienced fund-raiser to be chairman of the finance committee, the responsibilities of which are fund-raising, budgeting and expenditures.

Your Committee is self-supporting, except for the "seed supply" of posters, tabs, pictures, membership forms and literature supplied free of charge by State Nixon for Governor Headquarters.

Committee expenses are to be covered by donations from members, local businessmen and other local leaders who would like to financially support the activities of a Nixon Committee. Because of the volunteer nature of your Committee it is not expected that its expenses will be large.

Some Committees have decided to charge a small membership fee, while others charge no fee or dues. The decision as to which course to take is left to each Committee. But where a membership fee is charged, it should not exceed one dollar. And no one should ever be refused membership because of inability to pay.

On the other hand, payment of a modest membership fee places a tangible value on membership...and gives the member a stronger sense of participation and "belonging." It's much like making an investment. Once a member has invested, he takes personal interest in the "company" and its success.

The finance committee chairman should work closely with the treasurer, who has the responsibility for keeping complete financial records, acknowledging contributions, issuing receipts and filing the reports of receipts and expenditures required by law.

FIRST THINGS

INITIAL ACTIVITIES

From the moment your Committee is announced, you must be prepared to assign volunteers specific tasks.

Initially these tasks will be simple ones, laying the foundation for the Committee's action program which will build up as the campaign progresses. Some suggestions are:

1. NEW MEMBERS

The starting point for everyone connected with your Committee is the signing up of new members. The answer to the question "What can I do?" is "Bring in new members."

Give each new member a membership card. This approach not only will give each member something to do, but also will provide your Committee with the membership essential for its success.

2. MEMBER ASSIGNMENTS

As members are signed up, those who volunteer to work should be assigned to the various committees.

Remember, the first activity will be the membership committee's drive, which in turn will produce manpower for the headquarters committee activity.

In addition, each of the other committees will want to begin their activities and should be looking for volunteer workers who want to participate in them. However, assign volunteers to a committee only after its chairman is ready to put them to work.

3. ACQUAINTANCE CONTACTS

Tell each member to talk to friends and acquaintances living in your community, or to write to those living further away, and give or send Nixon literature to each of these friends or acquaintances.

If, for some reason, an indirect approach is preferred, mail the literature directly from your headquarters. Not only will this result in new members, but it also will show the community that your Committee is "off to the races".

4. REGISTRATION STATUS

Each new member should make it a point to check that he, his family, and those of his friends who are Nixon supporters are registered to vote.

5. SHOW YOUR PREFERENCE

All members should proudly wear their Nixon buttons, and each should distribute 20 buttons to others who will wear them.

6. CONTRIBUTE

To support the Committee, its action program, and Dick Nixon's candidacy, each member should be asked to make a contribution to the Committee.

TALLY SHEETS

From the very beginning of activities, keep Nixon State Headquarters up to date on your membership lists. Have each member fill out a "sign-up" card. Use these cards for your master membership card file.

At the end of each week, beginning with the first week, send to State Headquarters a tally sheet on which has been listed all the information on members who have joined during the week.

Never put into the master membership card file a sign-up card on a new member until all the information has been put on the current tally sheet.

If each Community Committee faithfully follows this practice, there will be maintained at State Headquarters an up-to-date list of all those who have evidenced their support of Dick Nixon for Governor. This will make possible mailings of special interest material direct from State Headquarters.

These mailings will show each supporter that he is an integral part of the state-wide Nixon team.

The master list also will make it possible to send appropriate letters of thanks to all supporters.

TREASURER

Since contributions will, in all probability, be made to your Committee soon after its formation, the Treasurer must immediately:

1. Open a special bank account.
2. Set up books for the Committee which will be open for regular audit.
3. Set up a system for proper approval of all bills to be paid.
4. Issue receipts for contributions.

REGULATIONS

The activities of your Committee must be carried on in accordance with both the laws of the State of California and the laws of the Federal Government. You should ask an attorney who is a member of your Committee to volunteer his legal counsel.

FINANCE

FINANCE

Preparing Budget, Fund-Raising Ideas,
Direct Solicitation,
Special Projects, Record Keeping.



FINANCE

Every community's Nixon Campaign Committee operates on an autonomous and self-sustaining basis. The committee has no direct financial obligation to the State campaign organization, but is completely responsible for the financing of its own local operations.

Political campaigning at all levels costs money . . . Although the amount needed to finance local activities will not be large, adequate funds, readily accessible, are vital to the success of your organization.

Naturally, if you are successful in raising more funds than necessary to operate your committee, surplus money will be extremely helpful in underwriting state-wide expenses for television and advertising. Any such contributions will be credited to your community and should be transmitted to J. Robert White, Treasurer, Nixon for Governor Finance Committee, Suite 800, 530 W. Sixth Street, Los Angeles 14.

Each Campaign Committee should have a Finance Committee, one member of which is the Treasurer. Responsibilities of the Committee include:

1. Preparing a budget.
2. Raising the funds needed to finance local activity.
3. Keeping financial records, in compliance with State election laws.

PREPARING THE BUDGET

Political budgeting has to be flexible. In a fast-moving campaign it is difficult, if not impossible, to predict accurately what your financial needs will be through June 5.

But there are some tangibles around which a budget framework can be constructed. List those items which are essential to the campaign and then add the specifics as you go along.

Such a list might include:

1. Headquarters rental (Try first to get donated space -- through a friendly building owner or realtor.)
2. Furniture, equipment and office supplies. (Some items can be borrowed from business and professional men on your committee.)
3. Telephone and utilities.
4. Postage (Again, some businessmen might donate stamps.)
5. Literature, buttons, display materials, membership cards.
6. Special events, i.e., participation in fairs, activity at community shopping centers, etc.
7. Publicity, photos, advertising.
8. And, of course, miscellaneous.

At all times, the fiscal policy must be one of doing those things, allowing those expenditures, which are important to the success of the campaign.

RAISING FUNDS TO FINANCE ACTIVITY

To spend money, you first must raise it, or know where and how to get it.

There are three basic methods of financing activity:

1. Sale of memberships.
2. Direct solicitation of contributions, large and small.
3. Conducting special fund-raising projects.

Most committees will build their treasuries through a combination of the three.

MEMBERSHIPS

Most committees are charging a small membership fee. Where this is done, the fee should not exceed one dollar, and no one should be refused membership because of inability to pay.

Charging modest membership dues can produce a steady flow of funds into the treasury. From the standpoint of the individual, it places a tangible value on membership . . . and gives the member a stronger sense of participation in the organization. As "investors," members will take a more personal interest in the success of the campaign.

Therefore, dollar memberships, while not mandatory, can produce a favorable two-fold benefit.

In many communities, possibly yours, it will be desirable to offer new members the opportunity to make an extra contribution while they are in the "joining" mood. This can be accomplished tactfully by mentioning Sustaining, Contributing and Sponsoring memberships at \$5, \$10 and \$25.

Finance and Membership Committees should combine efforts on these joint membership-contributions programs.

ORGANIZED SOLICITATION OF CONTRIBUTIONS AND MEMBERSHIPS

A direct appeal for contributions to the Nixon campaign is the best way of raising funds to finance activities. Generally, this is the most productive source of funds at the least cost. But, at the same time, it requires proper planning and adequate manpower.

Direct appeals can take several forms:

1. A special gifts campaign requiring personal visits to businessmen, merchants, professional people, known to be supporters of above-average means. As an average you should have three special gift prospects (\$25 up) for each 1,000 Republicans registered in your community. Since most campaigns traditionally produce 90% of the money raised from less than 10% of the prospects, your special gifts campaign is extremely important.
 - a. Evaluate your lists carefully so that the volunteer "salesmen" will have an idea of how much each contributor can and should give.
 - b. Assign the most influential "salesmen" to specific prospects.

- (1) Send someone who has already given \$100 to solicit other potential \$100 contributions.
 - (2) Or, have a doctor call on a doctor, a lawyer contact a lawyer, etc.
- c. If possible, ask potential contributors to finance the equivalent cost of typical campaign projects. For instance:
- (1) A quarter-page ad in the local newspaper announcing a Nixon rally.
 - (2) Three Nixon-for-Governor spot announcements on the local radio station.
 - (3) One month's rent for the headquarters building.
- d. Give recognition to larger contributors, such as a "Nixon-Golden State" pin, to distinguish the contributor as one of a select group. Publish lists of Sustaining, Contributing and Sponsoring members in your local newspaper (always with permission). This can serve as a selling point to other potential large contributors.

It is suggested that you forward a list of your community's \$50 and over donors for a special "thank you" from Dick Nixon. These names, addresses and amounts should be sent to:

Nixon for Governor
Southern California Finance Committee
Room 414 - 609 S. Grand Avenue
Los Angeles 17

Most often the special gifts campaign is a prelude to a more widespread general solicitation.

2. A door-to-door solicitation in which committee members call on friends and neighbors for membership contributions.
 - a. Assign one or more blocks to each volunteer, being careful to avoid duplication.

- b. Hold a training meeting of all volunteers so they can learn to "sell" Sustaining, Contributing and Sponsoring memberships and sign up more volunteers.
 - c. Limit the number of calls each volunteer makes to from 10 to 15. Volunteer effort will be most productive when each person is assigned an "achievable" goal.
 - d. Provide solicitation cards and receipts to each worker.
 - e. Conduct the fund drive in a single one or two-day period.
 - f. In coordination with the Publicity Chairman, conduct an extensive pre-drive publicity program. The door-to-door approach, in which the entire public is contacted, has important public relations value.
3. If your organization is not large enough to man a door-to-door appeal, you might want to consider a Nixon "tele-fund" membership campaign. It is an easier way of contacting more people.

The tele-fund can be run best over a battery of telephones in your headquarters, but can also be conducted from homes. If you use a central battery of phones, try to secure at least one-third more volunteers than you have telephones available.

- a. Assign a crew of "callers" and "collectors" to each precinct . . . The advantage of the tele-fund is that 3 to 6 persons can cover a precinct in one or two evenings.
- b. "Callers" phone each registered Republican. A sample message is included in this section.
- c. "Collectors" immediately visit all those who indicated a willingness to join the Nixon Committee, sign them up, issue receipts, membership cards and buttons, and pass out literature, etc.
- d. Reports are turned in to your headquarters and processed by the Treasurer, i.e., recorded and acknowledged.

- e. Calling sheets should also be preserved as the basis for a pre-primary "get out the vote" campaign and for enlarging your committee after the primary.
 - f. Advance publicity is a prerequisite for a successful tele-fund.
 - g. Some competition and small prizes help put the "fun" in tele-funding.
4. A membership and fund-appeal coupon in the corner of your newspaper advertisements.

SPECIAL FUND-RAISING PROJECTS

There's no limit to the number of fund-raising projects which might be conducted. But rather than dissipate valuable manpower on a variety of small and time-consuming activities, you should concentrate on one, two or three projects that have some real money-raising potential.

Here are some suggestions:

1. Dinner, box supper, cocktail party or luncheon rally at which you add a dollar or two, or five or ten, to the price of the food or drinks.
2. Special entertainment event such as a dance, hobby show or jazz festival for which you charge admission.
3. Sale of seats in a Nixon for Governor section at sports events. Buy up a block of seats at a local baseball game and re-sell them at a modest mark-up.

4. Sale of Nixon jewelry and specialty items at public events, shopping centers, headquarters, rallies. Everything is available direct from suppliers at wholesale prices. They can be marked up substantially and still be sold for a reasonable price. Item and source listing catalogs are available from Nixon for Governor Headquarters, 3908 Wilshire Boulevard, Los Angeles 5, California.

Distribution of these items should be handled as a means of enlisting a campaign contribution in an amount that you determine upon, which should at least cover the cost of the item.

5. Sale of Nixon books. Several outstanding books have been published and are available at quantity discounts in both paperback and hardback editions. Every local Nixon Campaign Committee should have a supply for sale at headquarters, meetings and rallies.

Your door-to-door and tele-fund campaigns should probably be combined with the membership recruiting drive of your membership committee and the basic campaign canvass of your activities committee.

RECORD KEEPING

As in any business, it is essential to keep track of every cent that comes in and every cent that goes out. Because of the temporary and voluntary nature of the Nixon Campaign Committees, special care must be taken to set up well defined record-keeping procedures.

Here are some of the responsibilities of the Finance Committee:

1. Open a special bank account in the name of your Nixon organization.
2. Make certain every contributor promptly receives a receipt showing name, amount and date of contributions.

3. Consult your committee's legal advisor regarding requirements for reporting income and expenditures. See the attached memo regarding details.
4. Be prepared to pay in advance or on delivery for political advertising, printing, etc. Suppliers generally do not extend credit to political campaign organizations.

TIPS ON TELE-FUNDS

1. Be optimistic and cheerful.
2. It isn't necessary to talk loud to be heard or understood over the telephone when you talk into the telephone.
3. Dial carefully. Resist the tendency to "ride the dial" -- let it return to its starting point without your help.
4. Allow ten rings -- one minute -- for the person to answer before you give up. "DA" is telephone company shorthand for "don't answer"; "BY" for "busy"; "CB" for "call back."
5. Use your listener's name, gain his attention, and make sure it's convenient for him to talk. Be positive and persuasive, but also friendly and courteous.
6. Try to be brief and to the point.
7. Never use undue pressure.
8. Limit your calls to between 7 and 9:30 p.m.

SAMPLE MESSAGE

"Good evening _____ (name of person called)"

"I am _____ (your name). A group of us here in _____ (your community) are giving our time tonight to call our fellow Republicans in behalf of Dick Nixon.

"I wish I could come to talk with you personally about the importance of electing Dick Nixon Governor of California, but this call will save us both time if you can spare a minute.

"Quite a few of us are on a Campaign Committee to help elect Dick. We think he has the experience, the character and the ability to make an outstanding governor of California. We would like to invite you to become a member of our Committee."

(Pause here for a response. If it's favorable, explain:

"Membership means you will vote for Dick and try to persuade your friends and neighbors to do likewise. If you have time to do some volunteer work, that will be wonderful, but it is not absolutely necessary. Most important, we want you with us on the _____ Campaign Committee. Dues are only one dollar, but as a matter of fact we will welcome any amount you want to contribute . . . Will it be all right if one of our membership team comes by your house tonight to sign you up?"

Then be sure to say "thank you" . . . and give his name and address to the collector. Important! Identify all pro-Nixon voters on your list even though they do not join the committee.)

(If you get a hesitant reaction, suggest:

"Maybe you would like to think it over . . . I'll call you back in a couple of days."

Then you can call back or have another "caller" give it a try.)

(If you get a negative response, do not try to make a convert over the phone. Say something like:

"Well, thank you for talking to me. No matter which of our candidates wins in the primary I know all of us Republicans will unite behind him. Good night.")

REMINDER

Please preserve your calling sheets and make careful notes of everyone who is pro-Nixon whether or not they join your community's Campaign Committee. These records will be most valuable in our pre-primary "get-out-the-vote."

DICK NIXON SAYS:

"Please thank everyone for all their help in our tele-fund campaigns" . . .
Thank you!

ROBERT H. FINCH
ARTHUR S. BELL, JR.
ROGER G. DUITSMAN
WILLIAM D. JEKEL
RODNEY A. SWARTZ
PHYLLIS MARGULIS
WILLIAM W. STOVER

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OREGON 8-5488

March 1, 1962

MEMORANDUM

Re: Statutory requirements affecting the reporting and filing of campaign statements in the California Gubernatorial Campaign

In General

The purpose of this memorandum is to broadly discuss the legal aspects of reporting and filing statements affecting the California Gubernatorial campaign. It is suggested that each filing committee have competent counsel assist in the preparation of appropriate forms.

California Statutes

In brief, all candidates and the treasurer of each campaign committee must file a campaign statement for both the primary and the final election within 35 days after the day of each election. Official forms have now been made available and are sent to the candidates (not committees) within 3 days after each election. Formerly, a committee treasurer was required to prepare his own statement, based upon the items required to be included. However, with the amendment of the Elections Code in 1955, the County Clerk has since been required on request to furnish each treasurer with the necessary forms for submitting his statement.

The form of a "campaign statement" is generally described in 11503 of the California Elections Code. It refers to 11504 which enumerates what are called "lawful expenses." These include disbursements for various categories and types of election activity. 11503 requires the committee treasurer to prepare an itemized statement in duplicate showing:

"(a) In detail all moneys paid, loaned, contributed, or otherwise furnished to the candidate or treasurer, or for use of the candidate or treasurer, directly or indirectly, in aid of the candidate's nomination or election.

"(b) All money contributed, loaned, or expended by the candidate or treasurer, directly or indirectly by the candidate or treasurer or through any other person, in aid of the candidate's nomination or election.

"(c) The names of all persons who paid, loaned, contributed, or otherwise furnished such moneys in aid of the candidate's nomination or election.

"(d) The names of all persons to whom such moneys were contributed, loaned or paid.

"(e) The specific nature of each item.

"(f) The service performed and by whom any services were performed.

"(g) The purpose for which the money was expended, contributed or loaned."

By 11560 the committee treasurer is required to verify the campaign statement. In the verification he must state that he has "used all reasonable diligence in its preparation, and that it is true and is as full and explicit as he is able to make it."

It will be noted that the Code requires that the statements show amounts received "in detail". It also requires that there be a complete listing of all of the contributors of the money received.

This raises the question whether in listing the names of the contributors it is necessary to couple their names with the specific amounts which that particular contributor conveyed to the candidate or his committee.

The California law has been interpreted as to not to require such reporting. It is a strained result, but the present Governor of California when he was Attorney General issued such an opinion in 32 OP Attorney General 88.

It requires only that in the section of the form relating to the receipt of funds there be listed "in detail" all of the funds received by a given committee, and then a separate section requires that you list all of the names of the contributors. In practice then, candidates in California (since the Attorney General's opinion) have made a separate listing of the money received without reference to the contributor and then dropped to the next section and listed the donors without relating the amount of the contribution to the names.

The question arises as to the date from which receipts and disbursements must be reported in the primary election. Although there is no case law in this point, practice has dictated that the filing requirements relate only to transactions subsequent to the actual filing by the candidate. The filing dates are March 7 - April 6.

Thirty-five days after an election or primary a candidate and each treasurer is required to file this "campaign statement." The gubernatorial candidate and the committees operating on behalf of such a candidate are required to file one copy of the campaign statement in the office of the Secretary of State and one additional copy with the Clerk of the County in which the candidate resides.

With regard to the requirements of campaign contribution, in terms of amount, this problem is not specifically dealt with in the California Election Code. The philosophy of the California Code has been to force disclosure rather than attempt specific limitation.

Who has duty to file campaign statement?

A campaign statement must be filed by both the candidate and the treasurer of each campaign committee. The candidate would be required to report personal

receipts and expenditures made by him and also receipts and expenditures of a committee if he has knowledge of a committee's financial transactions (20 OPS Atty Gen 197).

Every committee must appoint a treasurer to "receive and disburse all moneys contributed for campaign purposes, and keep a true account thereof, and shall in the same manner and on the same type of form as required of candidate, file a campaign statement" (Section 11530, Elections Code).

Section 11565 provides that no officer shall issue any certificate of nomination or election to any person until his campaign statement has been filed. The prohibition to issue the certificate applies only if the candidate does not file a campaign statement. If a committee, supporting a candidate, does not appoint a treasurer nor file a campaign statement, the officer can not withhold the issuance of the certificate (32 OPS Atty Gen 88 (1958)).

Corporate Contributions

Unlike many other states, California does not penalize corporate contributions for state offices. It is clear that an organization whose sole purpose is to support the election of one or more candidates for a state office in California can properly solicit and receive contributions from corporations organized under the law in the state of California or one of the other states of the union and make expenditures subject to the reservation that certain limited types of corporations are prohibited from making such a contribution or expenditure. For example, a national bank, a federally organized corporation, a government contractor, a registered holding company or a California licensee under a license granted by a state agency are not permitted to make political contributions for the election of a member of such a state agency. (12042)