July 8, 1968

MEMORANDUM

TO: John Mitchell/ Bob Haldeman
FROM: DC

This is a general memorandum covering several points I have already mentioned and a few others that I may not have touched on. I am including all of these thoughts in this memorandum because this is perhaps the last time I shall have a chance to apprize our campaign activities and to make suggestions that may prove useful.

\[Handwritten notes: \]

- I know that by the time you read this you will have met with Huston and I hope to the extent his ideas are relevant you will try to get them adopted. I feel that Tom Evans' effort in this field needs to be substantially strengthened and that someone with a hard nosed attitude of a Huston must be seeded into the group at the earliest possible time,

With regard to our general approach. It should be altogether different than in 1960. Then, our primary effort was to set up parallel volunteer organizations at the national and state level with state chairman and a whole hierarchy down the line. This year - except where it may be useful to have a state chairman in order to implement our other objectives in a particular state - we should not go forward on that line. Our concentration should be primarily on developing special interest groups in the swing states. Of course, in other states as well for insurance purposes we should let these groups operate -- but what is vitally necessary is to put 90% of our effort into the major swing states.

One purpose, of course, is to obtain news stories out of such committees but an even more important effort must be to get law enforcement officials, etc. operating in our behalf cutting across party lines, etc. Humphrey knows how to do this because he has campaigned at a state level in exactly the same way that I have. One area that particularly needs emphasis is the nationality group. The National Committee's operation here is pretty sad. The emphasis here should not be on the traditional line of "captive nations" which will be what the National Committee's group will
suggest: 'This is the doctrinaire approach of the past.' The emphasis should be appealing to those groups on law and order and other issues on which they may be very sensitive. 'Of course, the negative nations theme can be a sub-line where it seems to be appropriate.

I again suggest that Hiram Bong could provide some useful in-put on this kind of organization. 'It didn't work out too well in California but on a national basis I am inclined to think that the way he moved on into the less elite groups -- like beauticians, barbers, etc., was most effective. 'It is a great compliment to such people to be asked to participate in the campaign. 'It is of vital importance, incidentally, for us to recognize that we are not going to make much headway with the Negroes and we must make a much greater effort, for that reason, with the other nationality groups.

In this connection, a massive effort among Mexican-Americans must be undertaken at once in Texas and California.

2. Counter Attack

There must be ready to go into action immediately after our convention a counter-attack group with a procedure set up to defend RN when he is attacked by someone RN may not want to answer. Here, the Surrogate Candidates can play a role and in our own organization Klein and Ellsworth can be used to hang statements on if we want them to be that close to us.

I cannot emphasize more the importance of getting this set up on a proper basis. You will find that there was an "Answer Desk" set up in 1960 which was run from Washington and it was a fairly effective operation in defending the Administration. 'It was not too effective in defending RN.

Typical of a case in which such an operation would be used was on the Calloway matter. 'I know that a majority of our staff felt that I should respond to Rockefeller on the Calloway attack. 'It would have been better to have a strong statement made by someone else so that RN could have referred to that as being the answer and not touched on it himself.
3. **Humphrey Attack Strategy**

I understand that Earl Mazo is going to do some work in this field. As I pointed out in an earlier memorandum, the report that Agnes made up was a fair start but only scratched the surface as far as possibilities are concerned. We need chapter and verse - going back through his entire Senate career - on the statements and positions that Humphrey would like to forget today. It is going to be essential for us to nail him as a way-out liberal.

On the subject of spending, for example, Agnes has come up with the figure of 100 billion dollars which would have been the cost of Humphrey proposals had they been enacted into law. I notice that Jack Knight in his column Sunday pointed out that Humphrey’s major liability was that he was a big spender. I would like this study to be pursued in more detail so that our speakers would be able to say, in effect, “Had Hubert Humphrey had his way, the annual budget would be ___ billion dollars more. Had Humphrey had his way, the following programs, costing so much each, would have been enacted into law.”

In this connection, we also need a good library of Humphrey on tape - both radio and TV as far as statements he would like to forget. We may not decide to use this material but we should have it ready for counter-attack in the event that our opponents start taking us on. This is a vitally important assignment and should be supervised at the highest level. This is one area, of course, where the National Committee should have the work already done for us but I doubt if you will find much in their files.

I also imagine that Goldwater could have done something on this score in 1964. In any event, it needs a follow up.

4. **Hand-Holding**

With Ruwe and Hillings on deck, a good start will have been made on this project. Not only do I visualize an operation in which we respond to calls that are made to us but also one where calls are initiated to political, financial, editorial and personal types who either might expect a call or who would react very positively if they received one. Not only should such calls be made by Ruwe and Hillings but I would hope that others would undertake this kind of assignment to the extent their schedules will permit.

RmW could make calls of this type - Eddie Nixon and, of course, the top political men, including Mitchell, Kleindienst et al.
I think the way we can avoid having people say that the candidate is "turned off" is to beat them to the punch and constantly to have a dialogue with them.

5. Family Schedule

I think the family scheduling should be upgraded and possibly Ruwe would be a good answer here. We have an excellent added stroke which should be used quite precisely not only in states where I may not be able to campaign but particularly in major states in which I would not be able to visit. For example, I think the family should be very heavily scheduled in California, Pennsylvania, Texas, Ohio, et al.

Here we ought to get in touch with our State Chairmen and tell them what the potential is and see what kind of events they can arrange.

One item which was not handled adequately in Chicago by the Advance Man is with regard to interviews that Tricia, Julie and David have with the press. It must be clearly understood that such interviews are not to cover their views on political subjects. If reporters - either television or news - do not want to interview them under those circumstances - so be it. I think it is too much to ask them to be prepared on all the subjects which a political reporter would ask. They ran into some pretty tough antagonistic questioning from a reporter from the Sun Times and one from the Mutual Broadcasting System, when they were in Chicago, I don't want them submitted to this - but beyond that this can be risky when they get beyond their depth.

This, again, takes a fairly sophisticated advance man or at least one who is instructed as to how to handle the situation. Perhaps it will be necessary when they do go out on these trips to have a press man go with them since it appears that such interviews are the rule rather than the exception. They, of course, can be extremely helpful from a local publicity standpoint but the cost would be too great if we get them involved in freewheeling political press conferences. Haldeman should check this out immediately so that the future schedules are handled as indicated.

6. Speakers

Just as soon as possible the Speakers Bureau must be upgraded and put under a Congressman or Senator or perhaps a joint operation with two in charge. Brock would be excellent at the Congressional
level and perhaps Baker at the Senatorial level." Charlie McWhorter would be a good man to help out on this at the staff level. He submitted an analysis to me a few weeks ago pointing up the number of Governors and Senators who are not up for re-election and who should be available to campaign nationwide. Also there are several Congressmen who have safe districts who are in this category. Using this group effectively could be a major asset to us in the campaign but the decisions on it should be made at a strategy level and not simply on the basis of rushing around to find a speaker when we have an engagement to fill.

7. **Background Material.**

One area I would like for you to shore up is with regard to this background material. In two respects: (1) the color material where we now have in mind using Gavin and a couple of others, (2) The necessity of taking these long memoranda that Charlie McWhorter prepares and boiling them down. Ellsworth prepared the background on a number of occasions - he has the knack of it. I will not always have time to read a couple of pages of material but will need just the bare essentials.