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August 19, 1980

TO: Bill Casey
FROM: Max Hugel
SUBJECT: Office Space

I appreciate all your problems and hate to burden you with additional ones, but we absolutely have to have additional space. We need two decent-sized offices for the people now on ~~board~~. We have got to do something or we can't operate.

Even if we have to take additional space, I am willing to pay for these two offices out of my budget. However, it is most important, Bill, that we take care of this matter immediately. I would deeply appreciate whatever you can do to help.

At present we ~~do not~~ have a desk or office for our Hispanic, Black, Business, Labor, Democrats For and other additional desks we will add in the future.

The only reason I am writing to you is because everyone I ask, says to talk to Bill Casey, so I am contacting you.

Please see what you can do and let me know.

August 19, 1980

MEMORANDUM

TO: Bill Casey
FROM: Max Hugel
SUBJECT: Pete Dailey's Budget for Voter Groups

I just received word that the budget Pete Dailey and I worked out initially for the voter groups -- which is really part of his budget and was set at one million dollars -- has now been reduced to \$700,000.

I do not understand the rationale for the reduction. I honestly believe that the monies allocated to our groups will more than make up for the cost in actual votes and I think the reduction of \$300,00 is a mistake.

You know, Bill, I would never spend any money unless I believed that it would bring us a much greater return for the money spent. However, we do have over 30 effective groups and to get the right mileage out of this operation, I think a million dollars should be allocated for media activity and this is not a lot of money by any stretch of the imagination when you compare it to the tremendous impact we are going to have in this election.

If at all possible, I would like you to review this again in the hope that you can find some way to get the original million dollars back into Pete Dailey's budget for our special voter groups.

Reagan & Bush

Reagan Bush Committee

901 South Highland Street, Arlington, Virginia 22204 (703) 685-3400

MEMORANDUM TO: MAX HUGEL

August 27, 1980

FROM: Bill Casey

I understand there are well over 200 Commitment 80 sites. Kenny Klinge has the sites for his three states, Bernie Kilbourne was in this morning and they are figuring on only seven sites for New York. Andy Carter promised to get the list of locations over here tomorrow and will add additional locations as they appear.

W. J. C.

MEMORANDUM

September 1, 1980

TO: Bill Casey
FROM: John Jachym

The administration's recent leaking or releasing of the ultra-secret work on "stealth airplanes" was a political move that may seriously damage our advantage in this project.

Bob Haack, after he left the New York Stock Exchange, became Chairman of the Board of Lockheed Corp., principal company in this work. During his tenure, this project was top-secret, similar to the Manhattan Project of World War II. Only a few individuals were aware of these activities. He is willing to assist us in any fashion and strongly feels this a viable political issue.

We should aggressively pursue the release of this secret project. Possibly Don Rumsfeld could help since he was Secretary of Defense in the Ford Administration and probably was aware of the project.

These airplanes will not be in operation for several years. There was no need of releasing this story except to give Carter a political advantage.

cc: Max Hugel ✓

September 5, 1980

MEMORANDUM - PERSONAL/CONFIDENTIAL

TO: Bill Casey

FROM: Max Hugel

This may be a rumor, but I wanted to bring it to your attention. I heard the Governor is scheduled to give an interview to a Los Angeles Times Reporter on the subject of the ERA and abortion. Bill, no matter how he tries to explain it, I believe this is a bad decision. This subject should not be discussed anymore and is better off left alone. From all the polling I have seen and all the people I have discussed this with, in my opinion, no matter how positively the Governor wants to discuss this issue, it always raises the red flag and causes more problems than it's worth.

Another point I would like to bring up is the labor issue. I sent you several memorandums on our inability to get this program going and these delays seriously jeopardize our possibility of neutralizing the major unions and getting the blue collar vote for the Governor. We have delayed to the point where local union leaders, who were waffling, are now making peace with Carter because we have not approached them in a positive way. They are ready to mount a vicious attack on Reagan. This has to be counteracted as quickly as possible.

I have tried over and over again to impress upon the people in this campaign the importance of moving in the right direction when it comes to the labor vote but, because of the bureaucracy that exists, the delays that have taken place will prove to be extremely costly.

I recommended calling a meeting of the leading labor people, but nothing has happened. I believe this is a mistake. I realize you're busy with many other problems managing the overall campaign, but it is my responsibility to bring to your attention the problems and the approaches I believe we should effectively take to be victorious on November 4.

Bill, we have got to find a way to cut through this bureaucracy to get the needed job done -- this is the only way we are going to win.

MEMORANDUM

TO: Bill Casey

FROM: Max Hugel

For whatever it's worth, Bill, I would like to repeat what I said to you last night about my opinion that we should not stifle Governor Reagan to the point where he is just not himself.

I have seen Governor Reagan in action so many times and know if he is himself and not burdened with all kinds of restrictions, he is the greatest motivator of people I've ever seen in my life. In my opinion, when they try to dot every "i" and cross every "t" on everything he says, he loses that effectiveness and, frankly, I feel no matter what he says, no matter how careful we are, we are always going to be criticized by certain areas of the press.

I know the results in New Hampshire were primarily because Governor Reagan came out, met the people, said it like it is, pressed the flesh, and they went out and give him a "two to one" margin in that primary. I fully recommend that his appearances should not be staged and restricted, because it looks staged and restricted. I believe the more we can get the Governor out to meet the people -- get him before audiences which have impact and identification and visibility to the groups we want motivated for him -- the more his message will get through and the more we will be able to give the reason for people to vote for him.

It is my opinion that this election will be won if we give people the reason to vote for Governor Reagan, and this can be done very effectively by the Governor himself as well as all the other things we have planned.

The anti-Carter feeling is still very strong but the people that we want to vote for him should know him as a person. He comes across as a leader and as a warm individual that they can be comfortable with.

484-7604

J. Hugel

MEMORANDUM

SEPTEMBER 9, 1980

TO: STAN ANDERSON
BILL TIMMONS
BILL CASEY

FROM: MAX HUGEL

Attached please find a direct mailing piece just sent out by
DNC which is self-explanatory.

Democratic National Committee

1625 Massachusetts Avenue, N.W./Washington, D.C. 20036/(202) 797-5900

John C. White, *Chairman*

Dear Friend:

There are two words being used in America today that are very frightening. Ronald Reagan. Add one more word and the prospect becomes terrifying--PRESIDENT Ronald Reagan.

We've all heard those words and we've heard some of the unpleasant things he's said. Here are some examples:

"I would have voted against the Civil Rights Act of 1964...a bad piece of legislation." - Los Angeles Times 6-7-66

"I've always thought that the best thing the Government can do is nothing." - New York Times 1-29-76

"I've already spoken about the anti-nuclear power people and the fact that behind the scenes they are being manipulated by forces sympathetic to the Soviet Union..." - Radio Talk Show 8-10-79

"The minimum wage has caused more misery and unemployment than anything since the Great Depression." - Wall Street Journal 1-30-80

The question at hand is "What are we going to do about those two words - Ronald Reagan?"

Lately in the polls that I've read and the press that I've seen it appears that a lot of Americans are thinking about voting for Reagan. And what's more, a lot of Independents and Democrats.

I refuse to believe that good Democrats are going to allow themselves to be fooled into voting for this man.

There is also talk that people have decided not to vote at all. That kind of talk is asking for disaster.

When he was governor of California, Ronald Reagan left a legacy of budget cuts to important social programs; serious financial damage to state educational institutions; and damaged relationships between state government and such groups as the minorities, the poor, the intellectual community and labor. In addition, despite his claims of cutting taxes and state spending, the state budget actually grew 122% during his administration; he raised nearly every tax in the state, and the state work force grew by more than 45,000 employees during his term in office.

America does not need Ronald Reagan and his type of "programs." We have a choice in this country and there is no way we should choose Reagan.

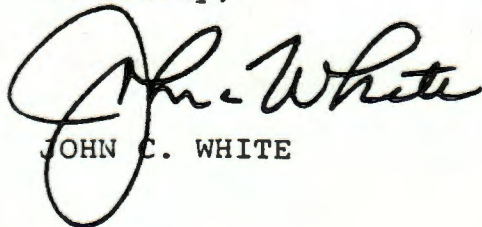
If you feel as I do, I could really use your help. We must get our message across to the voters in this country. The Republicans are incredibly well organized this year and we Democrats have a tough fight. We need Voter Registration appeals, Outreach Programs, Media Presentation and other Campaign Service Programs in order to wage a competitive election effort.

Under current federal laws, on a national basis, only the Democratic National Committee can make expenditures on behalf of, or receive contributions for the Presidential candidate. The National Committee must be in a position to give the maximum direct support to our Party's Presidential nominee-- that is, be in a position to spend the 4.6 million dollars allowable by law.

If you're concerned about the situation I have described, I can not stress enough how important your contribution to the Democratic Party is. If you could send us \$20, \$25, \$50 or whatever the maximum is that you can afford, you will be providing a great service.

Our cause is vital, your contribution is vital.

Sincerely,



JOHN C. WHITE

MEMORANDUM - PERSONAL/CONFIDENTIAL

September 10, 1980

TO: Bill Casey

FROM: Max Hugel

SUBJECT: Debates

I would like to submit my thoughts on the debates.

I realize we locked ourselves into debating Anderson alone and that Carter, through their press coverage, is trying to force us into a debate on a one-on-one basis.

Frankly, Bill, I still believe the way I felt in the beginning -- and that is that we have agreed from the inception, and Carter did as well, to be on the debates under the auspices of the League of Women Voters. We have never backed off that position, but Carter has. And, we should not be put into a position now to look like we are backing off on something we have never agreed upon -- that is to have debates outside of the League of Women Voters -- that is their debate, they set the rules.

I also believe that we should not debate Anderson one-on-one. Nor, should we debate Carter one-on-one. In the final analysis, we should take the position that if at all possible we should try to get out of that one-on-one with Anderson. I believe this will hurt us more than help.

At any rate, these are my thoughts. We had an opportunity to back off if we hadn't publicly said we would debate Anderson -- I don't know what can be done about it now.

MEMORANDUM

SEPTEMBER 11, 1980

TO: WILLIAM CASEY

FROM: JOHN JACHYM

Have not heard or seen anything of Bill Scranton's involvement in the Reagan-Bush campaign. My recollection of him was very favorable. He commands great respect in Pennsylvania and should be an asset. Remembering your close association with Len Hall, you would be the best judge of Bill Scranton's talents.

cc: Max Hugel

September 17, 1980

MEMORANDUM

TO: Bill Casey

FROM: Max Hugel

As you know, our special voter group organization has really worked extremely hard, they are dedicated and performing effectively.

It would be a nice gesture on the part of Governor Reagan if he would either personally come here and thank everyone or give some time for our group to meet with him at Wexford.

This would certainly create tremendous morale and would pay off in great dividends to further improve their efforts to make sure he is elected on November 4.

Please advise.

MEMORANDUM

SEPTEMBER 14, 1980

TO: MAX HUGEL

FROM: BOB BROUSE

I would like to suggest that you use your influence to request that the two candidates come by and shake hands with the special voter group workers. Give us at least a day's notice.

Failing that, arrangements should be made to distribute the candidates photographs with "Dear first name, thanks for your help in the campaign."

People may work for money, but they'll die for a cause.

THANKS

Bob

October 13, 1980

MEMORANDUM

To: Bill Casey
FROM: Max Hugel
SUBJECT: Governor Reagan's appearance
at World Series Game

Strongly urge Governor Reagan attend the World Series game in Kansas City this weekend. The ordinary citizen relates to baseball closer than any other sport.

Television ratings have been the highest in baseball history this year.

Sincerely recommend that he appear at one World Series game.

cc: Bill Timmons
Stan Anderson

we can do this!

4 East	718,000	17,000
Midwest	523,000	8,000
South	13,700	
Southwest	9,100	
Western	366,000	

Telegram western union Telegram western union Telegram western union Telegram western union Telegram western union

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FMS BILL CASEY RPT DLY MGN, DER
701 SOUTH WISHLAND
ARLINGTON VA 22204

TO BILL CASEY COPY FRED BUTTIFURCH DOB MC VICAR PROVIDED WITH URGENT
REPORT THAT IN OHIO EVEN GOOD REPUBLICANS ARE NOT FULLY AWARE OF
REAGAN ACCOMPLISHMENTS AS CHIEF EXECUTIVE OF WORLD'S SEVENTH LARGEST
COUNTRY INSPITE OF TELEVISION CAMPAIGN. BUT MOST URGENT IS NECESSITY
TO GET OVER THE STORY THAT CAUCASIANS ARE A MINORITY IN LOS ANGELES
COUNTY AND THAT IN THE STATE OF CALIFORNIA REAGAN MASTERFULLY MANAGED
GIANTIC MEXICAN, NEGRO AND JEWISH ETHNIC GROUPS ALONG WITH
SIGNIFICANT ORIENTAL GROUPS WHO RETURNED HIM TO OFFICE AS COMPARED TO
CARTER RECORD AND CARTER BACKGROUND IN GEORGIA. THERE APPEAR TO BE
SIGNIFICANT DEBATE ISSUES ESPECIALLY IN CRITICAL OHIO IF YOU CAN
INJECT THEM WITHOUT CREATING AN E DIO TIME AND I DID THAT IMAGE. DOB
REALIZES THE DEADLINE IS HERE BUT WANTED YOU TO KNOW. BY THE WAY YOU
CAN REACH DOB MC VICAR AT BEATRICE CHEMICAL 617-570-5400 TODAY. HE'S
LEAVING FOR PARIS AT 9 PM EAST. CONGRATULATIONS ON SUPER PROGRAM SO
FAR AND BEST REGARDS HERB D. TWITCHELL BEATRICE FOODS 10960 WILSHIRE
BOULEVARD LOS ANGELES 90024 END

UNSIGNED
10960 WILSHIRE BLVD
LOS ANGELES CA 90024

1424 LST

NNNN

1449 EST

Handwritten Copy

October 23, 1980

MEMORANDUM

TO: Bill Casey
Bill Timmons
Stan Anderson

FROM: Max Hugel

SUBJECT: Hostages

On Television this morning a Mr. Cook from Tennessee was interviewed who is the father of one of the hostages. Mr. Cook made it very clear to the American public that, in his opinion, he can't be sure of the results because he feels that the action that has been taken is political and he strongly urged the American people not to vote for any candidate because of this issue.

It seems to me that there must be many of the families of the hostages who feel very strongly that the hostages could have been released sooner if the same effort had been made to get them out. Also, that even though the hostages are released there could be resentment on the part of these families that it was strictly a politically timed event.

If we could get to the hostage's families for such statements, after the hostages are released, I think it could have tremendous impact with the voters.

I recommend this entire issue be carefully reviewed and considered.

October 24, 1980

MEMORANDUM

TO: Bill Casey
FROM: Max Hugel
SUBJECT: Pittsburgh

I spoke to Vince Breglio and we discussed Pittsburgh. He feels that if we could schedule some events in Pittsburgh, we should do so. We are running about 3 to 4 points behind -- therefore, it is worthwhile doing something there to try to correct this situation.

I have Mike Balzano going to Pittsburgh to try to get the labor r movement working in our direction. Also, I have other people working on this.

I believe this is important, Bill, and whatever you can do will be most helpful.

Also, in my address to the Cuban Americans in Miami on Friday evening, I used the line that "Carter has some interesting new endorsements: Komani, Deng, Breznev and Castro. That ought to tell you something about the man." It tore the house down. We might want to use this line with all our surrogates. Anyway, it is something to think about.

cc: Bill Timmons
Stan Anderson

Reagan & Bush

Voters for Reagan

901 South Highland Street, Arlington, Virginia 22204 (704) 685-3400

November 1, 1980

NATIONAL DIRECTOR

Max Hugel

DEPUTY DIRECTOR

Bob Turnbull

Mr. William Casey
National Campaign Director
Reagan-Bush Committee
901 S. Highland
Arlington, Virginia 22204

Dear Bill:

I just received a call from Bill Timmons and he asked me what I would like to do on the transition team. It caught me a little offguard because I was not prepared for him to call me and to be approached in that manner -- although I certainly appreciate the invitation.

What I told Timmons was that my expertise is in organization, budgets and management. Since I have been in international trade all my life, I also have an international background; as well as a military intelligence background. Therefore, it is a very diverse background that can be used in almost any area.

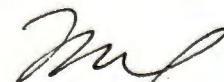
Bill, I would like you to know that the following areas would be of most interest to me:

- 1) State Department - because of the international aspect.
- 2) CIA - because of the intelligence aspect.
- 3) OMB - because of the budgetary aspect.
- 4) GSA - because of the similarity of business in general.

Finally, Bill, I told him as far as I was concerned, that I would do anything that is meaningful and where I can make a significant contribution.

However, I would like to make sure that whatever position I am given in the transition, in your opinion, knowing my background, experience and capabilities, would be interesting and challenging, but, most of all, make a definite contribution to the new administration.

Warmest regards,



Max Hugel
National Director
Voter Groups