

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

EYES ONLY

February 5, 1973

MEMORANDUM FOR:

STEVE BULL

FROM:

DAVE GERGEN

SUBJECT:

Speech Proofing

Any follow-up on speech proofing question?

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

EYES ONLY

January 29, 1973

MEMORANDUM FOR: STEVE BULL
FROM: DAVE GERGEN *DS*
SUBJECT: PROOFING SPEECHES

In response to the note we received on January 23, I would suggest that the following procedures be applied to the writing staff for future Presidential speeches:

a) All speech drafts, *up to reading copy*, be proofed here with one member of our research staff participating;

b) That the writer of the speech be available at all times for 24 hours preceding the delivery of the speech;

c) That the lead secretary, *in the research & writing office*, or a substitute be available for 24 hours preceding the delivery of the speech;

d) That a researcher be available for 24 hours preceding the speech;

e) That on the day of delivery, the writer, researcher and the secretary actually remain in their office until the conclusion of the speech.

Do you have similar suggestions for the West Wing so that we can put together a response?

EYES ONLY

EYES ONLY

January 23, 1973

MEMORANDUM FOR :

DAVE GERGEN
STEVE BULL ✓

FROM :

L. HIGBY

SUBJECT :

Proofing Speeches

We had a problem in the Inaugural Address - a mistake had been made in proofing it and a sentence had been left out in the final draft that was sent to the President. When he called Rose to check it, she said she had told the girls to proofread it and she had gone home and was on her way to the Kennedy Center. The President then tried to reach Ray and he had already gone to the Kennedy Center. Finally, he had Manolo check the press copy and discovered that the sentence had been left out of that too, so the President had to drop it from his speech. He was not able to reach any staff to help him.

From now on when the President is doing a speech, all of the people concerned must be available. If any of them are leaving to go to an event or something of that sort, a suitable substitute must be on hand. For example, Nell Yates to substitute for Rose, etc. Bob has asked that the two of you take whatever steps necessary to make sure that this is the case in all future situations of this type and confirm to him by memo the action you have taken to insure it.

5
November 9, 1971
3:30 p.m.

MEMORANDUM FOR:

MR. DAVID N. PARKER

FROM:

DWIGHT L. CHAPIN

I want to make sure that we are following through with the practice of giving Huntsman and Ray Price as good an understanding as possible as to the types of speech material needed for those occasions when the President appears in public. In our notice of approval we should be as descriptive as possible. If you have any questions on this, let's discuss it.

cc: Mr. Bull ✓

*Discuss with
Mell*

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

August 2, 1971

MEMORANDUM FOR:

RON ZIEGLER

FROM:

DWIGHT L. CHAPIN ✓

Bob mentioned to me, and I'm sure he'll cover it with you, that the President does not want to make long, dull statements covering substantive material in speeches such as the one he gave at the Rathbun Dam the other day. From now on, he is going to go back to the campaign technique of releasing a statement prior to a given occasion such as the Dam dedication. He will then plan on using an excerpt from the statement somewhere in his remarks. Basically, the remarks he gives at the actual event will be lighter in nature with humor worked and more spontaneous.

cc: Ron Walker

✓ Steve Bull

THE WHITE HOUSE
WASHINGTON

DATE 6/3

TO: Ball
FROM: DWIGHT CHAPIN

FYI _____

PLEASE HANDLE _____

OTHER:

Pls see me on this!

c

5
MEMORANDUM

THE WHITE HOUSE

WASHINGTON

June 21, 1971

MEMORANDUM FOR:

H. R. HALDEMAN

FROM:

JON M. HUNTSMAN

SUBJECT:

Preparation of Presidential
speaking materials -- your
memorandum of June 17, 1971

After individual thought and discussions with our respective staff members, Ray Price, Dwight Chapin, and Jon Huntsman met together to spell out in detail individual responsibilities in programming for all Presidential speaking materials. Our critical concern is to see that the items enumerated in the June 1 memorandum are carried out in depth and that nothing slips between the cracks. Paragraph one and paragraph two of the June 1 memorandum can be and will be carried out to the maximum. Paragraph three is somewhat confusing in its request to have Ray Price -- a week or two ahead of time -- solicit suggestions and guidance from appropriate staff members and then, in turn, have Huntsman responsible to submit all information and suggestions a week or two prior to an event. This procedure should be followed only for speeches and not for either remarks or talking points. With these alterations in mind, our basic program developed for the preparation of Presidential speaking materials is as follows.

1. Chapin to notify Price with copy to Huntsman of all events requiring Presidential speaking materials.
2. Huntsman immediately, through his operational calendar, will note these dates and topics and will work with Ray Price's office to ensure that target dates can be met.
3. Where a written speech is involved (as opposed to remarks or talking points) Price, after consultations with his staff, will prepare an advance memorandum recommending an appropriate theme. Huntsman will be responsible for collecting this and transmitting it to the President.

4. A written schedule will be developed between Huntsman's office and Price's office (See Tab A) that delineates both the due date to Price and the due date to the Staff Secretary (SS) for each event. This writer's schedule is further discussed at the 2:00 p. m. meeting in Alex Butterfield's office daily to ensure that it properly reflects any last minute changes.
5. All items listed in the writer's schedule (paragraph four above) will be adhered to as noted on Tab A. Where there are alterations to this schedule for any reason, the Staff Secretary will notify Chapin's office and HRH's office immediately in order that there will be full communication as to the delay in this pre-established schedule.
6. Any questions about whether a particular event calls for a speech, remarks, or talking points will be worked out between Dwight Chapin and Ray Price. When possible, this will be done before Chapin prepares his memorandum to Price and Huntsman specifically designating the date, topic, and type of remarks necessary in accordance with paragraph one above.
7. In order that Chapin's office may better be prepared for types of speech material necessary, they are including a new format for the schedule proposal to be submitted to Chapin from all parties requesting scheduling with the President. Included herein, is the central topic of speech materials and what is required for that particular meeting. (See Tab B.)

In summary, Chapin will get the ball rolling by initiating as soon as possible, in writing the date and topic of the Presidential speaking engagement. Huntsman will immediately follow this up and 'ride herd' on seeing to it that this is in to the President on schedule or an explanation in advance as to any problem areas. Price's office will work closely with Huntsman's office to try and meet all schedules. All parties will adhere to the outline as noted above.

Thank you.

Please note Tab C as to "what went wrong" -- your June 17 memorandum.

cc: Alexander P. Butterfield
Dwight Chapin✓
Ray Price

A

WRITERS' SCHEDULE

June 21-26

Due Date	Due to RKP	Due to SS	Event	Event Date	Writer
Monday, June 21	12	^{OK} 2	AMA Remarks, Fact Sheet	6/22	Huebner
)"	6	7	H. R. 1 Statement	6/22	Price/Huebner
Tuesday, June 22	12	2	National Assn of Broadcasters Remarks	6/23	Andrews
"	4	6	Hovde Dinner (remarks)	6/24	Koch
"	4	6	Indiana Event 1	6/24	Unassigned
Wednesday, June 23	4	6	AARP Speech (final)	6/25	Huebner
) Friday, June 25	12	2	Shipbuilding Contracts (remarks)	6/28	Koch
"	12	2	YMCA Youth Leaders (remarks)	6/28	Lezar
"	12	2	Chowder & Marching Dinner (remarks)	6/28	Koch

June 21, 1971.

WRITERS' SCHEDULE

June 28-July 2

Due Date	Due to RKP	Due to SS	Event	Event Date	Writer
Monday, June 28	12	2	Blount Dinner (remarks)	6/29	Koch
Tuesday, June 29	12	2	FBI Graduation (remarks)	6/30	-----
Friday, July 2	12	2	Bicentennial Speech (final)	7/3	Safire
"	12	2	Airplane Statement	7/4	-----

)

Upcoming: July 6 - Midwestern Media Briefing (St. Louis or Milwaukee ?)

July 6-19 - California (?)

July 19 - Parks Dinner, Yosemite (Whitaker)

Also: John Andrews working on 2-1/2 year Report.

B

THE WHITE HOUSE
WASHINGTON

SCHEDULE PROPOSAL

Date:

FROM:

VIA: Dwight L. Chapin

MEETING: (or greeting - drop-by - address - reception)

DATE: day and date proposed (leave blank if no specific
time requirement)

PURPOSE: (explicitly stated as to why the need)

FORMAT: - location (room, office or city)
- participants (attached list)
- expected length of meeting

✓ SPEECH MATERIAL: (speech, remarks or talking points) required
topic (state concisely)

PRESS COVERAGE: (state if it should or should not be announced if
applicable and what type of press and photo coverage
would be desirable)

STAFF: (attending meeting)

RECOMMEND: (list of those who support the proposal and include
any pertinent comment they may make concerning
the proposal -- list negative comments where
pertinent)

PREVIOUS

PARTICIPATION: (state whether or not President has seen officials or
participated in meetings of organization named and
when)

BACKGROUND: (this should indicate both the pros and cons of the
proposal in the briefest possible manner)

PRESS FOLLOW-UP: (describe how event will be publicized)

APPROVE _____ DISAPPROVE _____

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

June 21, 1971

MEMORANDUM FOR:

H. R. HALDEMAN

FROM:

JON M. HUNTSMAN

SUBJECT:

Reply to June 17 memorandum
as to "what went wrong".

1. With respect to the President's appearance before the Rockefeller Revenue Sharing Committee --- our office was never notified either orally or in writing that remarks or talking points would be required. Dwight Chapin and Ray Price have discussed the substantive material involved in this matter in their memorandum to you.
2. The Drug Statement -- here again, I believe both Chapin and Price have discussed the areas of critical concern. This matter seemed to be a co-ordinating effort between Price and Krogh to get the material completed with proper substance.

I believe the steps enumerated previously should rectify this type of situation and prevent future delays of this kind.

Thank you.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

June 21, 1971

MEMORANDUM FOR: BOB HALDEMAN

FROM: RAY PRICE

SUBJECT: Preparation of Presidential Speech
Materials (ref your memo of June 17)

I've reviewed Jon Huntsman's memo to you about the outcome of our meeting about procedures; it reflects our basic conclusions. A few supplementary thoughts:

1. The Topic Memorandum. Your June 1 memo appeared to cover both text and remarks situations in saying that where there is some latitude as to the appropriate topic for an event, I should solicit suggestions and guidance from appropriate staff members a week or two ahead of time and then submit to the President, a week in advance, a "general summary of what the staff feels would be an appropriate theme for the speech or remarks based on the ideas that have been generated." With one caveat, I think this is both workable and helpful in the case of a formal, written speech. It's not generally workable in the case of informal remarks. These usually have to be done much closer to the event, in part because of frequent schedule changes, in part because we're still critically shorthanded here, and in part because the natures of these less formal occasions often tend to "jell" only shortly before they take place. There will, of course, be occasions that are locked in well in advance and on which informal remarks would be appropriate, but which provide a good text opportunity (for example, the LBJ Library dedication); on these, as I did with the LBJ Library, I'll try more frequently to submit an advance memo that spells out the opportunity.

As for the "one caveat" I mentioned: I doubt that a "general summary" of staff suggestions would be the most helpful format. There's always the question of how these various, often conflicting suggestions should be weighted -- and we do have a number of people around the White House who are always ready with strong opinions

whether they know (or have thought) much about the subject or not. What I've done so far when I've sent such an advance memo has been to recommend a particular theme, based on some study and reflection and talks with others on the staff (either by me or by the writer). This is not a "general summary" of staff ideas; rather, it's something that has developed out of those ideas, and it doesn't necessarily include or reflect all of the suggestions that may have been put forward. Unless I hear otherwise, I'll continue this way.

2. What went wrong. In general, I think the new procedures have been getting off to a pretty good start, and that we're improving them as they go along. Together with Chapin and Huntsman's office, we've taken a number of steps in the past few weeks to improve communications and regularize procedures. Your June 17 memo seems to have been triggered by two snafus: 1) the Rochester event (NY Citizens Committee for Revenue Sharing reception) for which no speaking materials were provided in the trip folder; and 2) the projected TV statement on drugs. The Rochester event was not a remarks situation; it was one that called for talking points; we had agreed that remarks would not be needed; as I understand it, talking points were being prepared by Ehrlichman's people but through a slip-up in communications there was no reference to this in the trip folder. On the drug thing, the problem from our end was that we were waiting for an indication of what was going to be needed -- and when on Tuesday it finally developed that the decision on what was to be done would depend on the speech prepared, rather than vice versa, we were caught short. Koch prepared a good speech, but one that did not represent the way the President wanted to use a live TV appearance, and by then it was too late to start over again. Had we known earlier that the usual order of things was to be reversed, or had there been a determination as to format, the results would have been different. At least it's something I think we all learned from.

3. Staff resources. My central problem remains that I'm critically short-handed. My talent-search activities have pretty much hung suspended during the long go-round over McLaughlin, and while my expectations of having his very substantial services soon have repeatedly been disappointed. This short-handedness has

not only limited quantity and compromised quality of output, but has also led us to operate closer to the event -- for three reasons:

1) because there is a certain element of Parkinsonism that operates with writers who care about quality of output; 2) because with so few writers to do everything, whenever we get hit with a new project that has to be done immediately, it inescapably pushes back the one that's less imminent; and 3) because schedules (and the nature of future events) do keep changing, and the further in advance we work the more is written for the wastebasket -- and we simply don't have the luxury of depth that allows much of that.

7/24/77

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

June 18, 1971

9:00 a.m.

MEMORANDUM FOR:

JON HUNTSMAN / RAY PRICE

FROM:

DWIGHT L. CHAPIN ✓

Bob Haldeman has written a memorandum of failure dated June 17. Specifically, I think he is referring to two occasions where failure on our part was apparent.

First, there was a complete breakdown on the remarks for the drug statement. Since live television was being considered for the President's use, the first draft of recommended remarks should have been in two or three days ahead of the speech date -- that would have been Monday or Tuesday of this week. Instead the remarks arrived after the noon hour the day before the message was to be sent. I will beg off in terms of knowing what the substantive problems were in this particular case. However, mechanically we blew it by not having the material to the President early enough so that he could give proper consideration to it, and so that any changes of direction which he might indicate could be followed. There just was not enough time to rewrite the remarks for a lengthy television message to the people.

Secondly, when the materials came in for the President's Rochester folder there were no remarks included for the President's appearance before Rockefeller's Revenue Sharing Committee. Remarks had not been prepared, and rightfully so, since Ray Price felt that talking points would be better. Reference was not made in the folder to look at the talking points since they were not yet in from Ehrlichman. (Ehrlichman's office had them under preparation at this time.) Although Dave Gergen of Ray Price's office sits in all the trip meetings and is aware of each item needed, we have not followed up by indicating in memorandum form, each one of the speaking situations (of any kind) which the President will face at a given stop -- e.g., Rochester. As a corrective measure Ron Walker's office will follow up the trip meetings by setting out

in memorandum form each of the speaking situations and the type of remarks which are expected. The classification of the type of remarks would evolve out of input from me and also Dave Gergen and should serve to raise any questions in case anyone is confused. The memorandum which Walker issues will be sent to the Staff Secretary, Ray Price, Steve Bull and myself.

Perhaps this information will be of help to you in terms of answering Haldeman's memorandum of the 17th.

cc: Ray Price
Ron Walker
✓ Steve Bull

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MEMORANDUM

THE WHITE HOUSE

WASHINGTON

June 18, 1971

9:00 a.m.

MEMORANDUM FOR:

RON WALKER
STEVE BULL
MIKE SCHRAUTH

FROM:

DWIGHT L. CHAPIN

There was an incident yesterday regarding the preparation of the speech materials for the President's trip folder which highlights a problem that we seem to be having on a continual basis.

For the Rochester meeting with Governor Rockefeller's Citizen's Committee on Revenue Sharing, no remarks were prepared. The decision had been made by Dave Gergen in Ray Price's office that talking points should be used on that occasion. I was expecting remarks to be prepared although in retrospect talking points were all that was needed. These talking points were eventually prepared for John Ehrlichman's office.

As I understand our present procedure, Dave Gergen represents Ray Price's office at all of the trip meetings. At those meetings the speaking situations are reviewed and Gergen usually probes and asks questions.

From now on, after the first trip meeting and as additional events are added where the President will be expected to say anything, these occasions are to be documented in writing with a copy sent to Gergen, Ray Price, Jon Huntsman, Steve Bull and me. It will be the tour offices responsibility to see that all of the speaking occasions are identified and to prod the speech writers and me to make sure that we are getting the right type of remarks.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

June 8, 1971

2:30 p.m.

MEMORANDUM FOR:

COLONEL REDMAN

FROM:

DWIGHT L. CHAPIN

Per our discussions in Tulsa, it is my understanding that you will construct a clipboard-type unit which can be placed on the podium if we should have windy weather at a future speech site. The idea would be that the President could slide his papers across from one clip to the other without having some complicated mechanism that he would have to work with. Once you have the board developed, we should make arrangements to show it to the President so that he can get a feel for it and make any comments.

cc: Steve Bull
Ron Walker

THE WHITE HOUSE
WASHINGTON

June 1, 1971

MEMORANDUM FOR:

RAY PRICE
DWIGHT CHAPIN
JON HUNTSMAN

FROM:

H.R. HALDEMAN

SUBJECT:

Preparation and Monitoring of
Presidential Speaking Material

One of the areas where we seem to have fallen short on a couple of occasions is the preparation of Presidential speaking materials. To correct this the following system should be established which will standardize and fix the responsibilities for the initial direction, preparation, and follow up on Presidential Speaking materials:

1. Any proposal from Dwight Chapin for Presidential participation in an event should include a brief mention of the type of speech material required (i.e., text, remarks, talking points) for that event. If there is any uncertainty about the possibilities for that specific event, the proposal should contain suggestions for the appropriate type of material and indicate that the topic is still to be chosen.

2. Once an event is approved, it will be Chapin's office's responsibility to make sure that the Staff Secretary is notified immediately of the type of material needed. Huntsman should then proceed in following up with Ray Price, notifying him, and riding herd to make sure that the materials are in ahead of time.

3. In cases where there is some latitude as to the appropriate topic for an event, Price should, a week or two ahead of time, solicit suggestions and guidance from appropriate staff members. He then should submit to the President, a week before the event is scheduled, a general summary of what the staff feels would be an appropriate theme for the speech or remarks based on the ideas that have been generated. This gives the President an opportunity to reflect a bit on the speech and provides Price's office some initial guidance as

well as feedback. Chapin should provide the Staff Secretary with all the information required so that he can follow up to make sure the suggestions are submitted at least a week or two prior to the event.

4. The Staff Secretariat will be responsible for this whole process and any questions that come up regarding the status of speech materials should be directed to that office.

cc: Alex Butterfield

THE WHITE HOUSE
WASHINGTON

November 7, 1969

Keep Steve of the Guild

MEMORANDUM FOR: MR. CHAPIN

The President has established the following rules regarding future speeches.

First, a dinner is an impossible forum where television is concerned, and everything he does now is televised. This is particularly true when it's a press group or a professional group because they lack enthusiasm and are deadly.

Also in that connection, the worst hall in Washington in which to speak is the Washington Hilton.

He says now the only exception he will make with regard to appearing at a dinner is for the fund raiser coming up early next year. He will do that for a 10-minute stint and that's all.

Where he does have to attend dinners, he will not deliver a speech, and under no circumstances will he arrive and sit through the whole meal. He will arrive just in time for dessert.

In sum, no formal speeches whatever ~~before~~^{at} dinners in the future, and when it is necessary to attend the dinner and make an appearance, it will be for dessert and a very brief appearance afterwards.


H. R. HALDEMAN*cc: Steve Bull*

RECEIVED

NOV 17 1969

THE WHITE HOUSE
WASHINGTON

July 24, 1973

MEMORANDUM FOR: DR. HENRY A. KISSINGER
FROM: ~~DAVID L. PARKER~~
SUBJECT: Arrival Ceremonies

Beginning with the Tanaka visit on Tuesday, July 31, all arrival ceremonies should be set for 10:30 a.m.

cc: Mr. Bull ✓
Mrs. Davis
Mr. Gulley
Mr. Farrell
Miss Porter
Mr. Warren
Mr. Ziegler
Mr. O'Donnell

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

July 24, 1973

MEMORANDUM FOR MIKE FARRELL

FROM: LTC GOLDEN *Bill Golden*
SUBJECT: Spectator Control at Arrival Ceremonies

Spectator control at this morning's arrival ceremony was a disaster - - even worse than usual - - as evidenced by:

a. The "gold roped" area was so large that there was no space behind the official/welcoming party to allow the press to move through to photograph the troop inspection. The photographers had to go in front of the speaker's platform - - a bad scene.

b. Spectators were placed, rows two deep, within the troop area adjacent to the diplomatic area. This gave the USSS some heartburn since those spectators were not restrained by ropes. Additionally, my ceremonies man found it necessary to brief those people so as to preclude interference with the Drum and Bugle Corps march-by.

c. The driveway was continuously full of people to the extent that the lead car bearing members of the official party arriving 5 minutes before the President's entrance had to blow its horn to clear the way. The driveway was still full of people when the President made his entrance from the Oval Office.

d. The large number of strap-hangers near the diplomatic entrance interfered with the EPS honor guard and inundated the WHCA people near the announce microphone.

e. Spectators were standing on the western outside steps leading up to the State level and were therefore in the way when the Herald Trumpets repositioned down those steps during the ceremony.

One factor which contributes significantly to these problems is the innumerable White House staffers who bring groups of 3 to 5 people and allow them to mill about the focal point of the arrival area rather than placing them in a spectator area or behind the hedges, out of the way.

I suggest the following immediate steps to eliminate these problems.

a. Eliminate the "gold rope" means of designating the so-called VIP area, which usually contains more WH secretaries and their guests than VIP's, and add a standard rope and pole area in its stead.

b. Require the driveway, diplomatic entrance area and stairway to be kept completely cleared of spectators, WH staff and State Department workers.

c. You advise WH staff that their guests must be placed either in the general spectator area or behind the hedges (not to interfere with the WHCA working area).

d. Allow no spectators within the area cordoned off for the ceremonial troops.

e. Enlist the assistance of EPS to see that these arrangements are enforced.

cc:

Mr. R. Keiser, USSS

Mr. R. Scouten, Usher's Office

CO, EPS

Mr. S. Bull

WHCA

Mr. J. D'Arcy

June 12, 1973

MEMORANDUM FOR: GENERAL ALEXANDER HAIG
FROM: TERRENCE O'DONNELL
VIA: DAVID N. PARKER
SUBJECT: Visits By Foreign Heads of State

The President told Steve Bull, in early June, that he would like to eliminate arrival ceremonies for the State and official visits that are coming up. The President suggested that we need have no arrival ceremony for President Bhutto of Pakistan, and that it should not be a State visit. The President's instructions were passed on to the NSC.

Jeanne Davis' office contacted our office this afternoon to advise that the Bhutto visit would be announced tomorrow, June 13, and that it would be a State visit with an arrival ceremony. NSC advised that since this is Bhutto's first visit and since it was previously approved as a State visit, it must be carried forth as a State visit with an arrival ceremony. This may well be true, but it conflicts with the President's most recent instructions.

In accordance with the President's instructions, the Shah of Iran will not need an arrival ceremony, since he has had one before. The NSC is recommending that President Tanaka receive an official arrival ceremony upon his visit to Washington, even though he did receive an arrival ceremony in Hawaii. NSC feels that, in light of our present and proposed relationship with Japan and the Japanese sensitivity for protocol, an arrival ceremony is absolutely necessary. Again, these points are well taken, but they do conflict with the President's guidance.

We thought that we should advise you of this situation, so that you could talk it over with the President or provide us with additional guidance.

✓cc: Steve Bull

T
February 5, 1973

FOR: MICHAEL FARRELL
FROM: STEPHEN BULL
RE: Special Appointments Officers

Your plan for the special officers to greet foreign Presidential visitors seems fine, but I think it should be extended to Congressmen. As you are aware, we have had some problems in the past with Congressmen not being identified for one reason or another upon arrival at the Gates, and the presence of the EPS people who could help eliminate difficulties would be a real asset. Do you think it would be possible to extend this new service to Congressional guests?

THE WHITE HOUSE
WASHINGTON

January 31, 1973

MEMORANDUM FOR: STEPHEN BULL
FROM: MICHAEL J. FARRELL
SUBJECT: Special Appointments Officers



Attached is a copy of my memorandum of December 29, 1972, which states plans for establishing a special clearance system for foreign dignitaries of Ambassadorial rank or above. Obviously, the most important appointments of all are those involving the President and the First Family, and I would recommend that the scope of the system be expanded beyond the December 29th memorandum to include all appointments for the First Family.

To assure proper handling of each special appointment, it will be important for each staff member initiating a clearance to provide detailed information such as name, title (if applicable), mode of transportation, gate of arrival, etc.

The complete information that is required will be provided to each office when the system is put into effect. In the meantime, it would be helpful if you would let me know of any special problems you have encountered, which should be taken into account when this system is set up.

cc:(FYI)

Dwight Chapin
Rex Scouten
Lucy Winchester
Shelley Buchannan
Joyce Adams
Jeanne Davis
Robert Taylor

December 29, 1972

MEMORANDUM FOR: CHIEF LAWRENCE QUIMBY
FROM: MICHAEL J. FARRELL
SUBJECT: Special Appointments Officers

As we recently discussed, I would like to proceed to set up a Special Appointments Officers group within the Executive Protective Service.

A system will be established whereby a special symbol will be used by the office clearing the guest to indicate to your Appointments Center that extra attention is required. This would be used when the appointment involves a foreign guest of Ambassadorial rank or above. The advance training for this group should include procedures for handling foreign guests along with the proper use of titles.

When the special symbol for an appointment appears on the gate list, one of the Special Appointments Officers will be sent to the gate to supervise the admittance.

I would very much appreciate your assigning someone to work with me on this, and I would like to schedule a meeting for next week. After the preliminary work with your representative, I will take this up with the White House offices who generally clear important dignitaries.

cc: Vincent Mroz
Alexander Butterfield
Lucy Winchester FYI
Jeanne Davis FYI
Dwight Chapin FYI

save

To: Steve Bull T

*Info for file
& referral.*

1

THE WHITE HOUSE
WASHINGTON

March 9, 1972

MEMORANDUM FOR: MR. H.R. HALDEMAN

FROM: MICHAEL J. FARRELL
DEWEY CLOWER

SUBJECT: Possible Changes in Format for
Arrival Ceremonies

Several alternatives concerning different formats for arrival ceremonies are outlined for your examination.

Each of the plans are designed to increase the enthusiasm of those witnessing an arrival ceremony. Although the recent program of including large numbers of school children has helped, by providing a better view to attendees we should further improve enthusiasm.

Plan A (see Tab A) would move the review stand forward 15 - 20 feet and raise it one foot. The advantages of Plan A are:

- (1) It improves the view of the President for those people in sections that are adjacent to the press and VIP sections. A better view is also gained by those in the sections behind the drum and bugle corps.
- (2) It is relatively inexpensive and easy to do.

The disadvantages are:

- (1) Minor expenses involved with raising the stand and increasing the length of the red carpet.
- (2) It will necessitate a shift forward in the press section and raising of the press platform to equal the height of the review stand.

Because of the possible advantages gained at a minimal cost, we would recommend that Plan A be tried.

Two other proposals have been examined by the staff in the past. Although we have included them for information, the disadvantages would appear to rule them out.

Plan B consists of placing stands between the two knolls on the South grounds (see Tab B). The stands are portable, will accommodate 4,000 people and would extend from a point a few feet past the color guard to the South Drive. Initial cost estimates are in the range of \$100,000.

Advantages of Plan B are:

- (1) Better view for the crowd and better photos of the crowd.

The disadvantages are:

- (1) Large initial expense plus sizable set up costs for each use. Also, a large section of the South Lawn would require resodding after each event.
- (2) There may be legal implications regarding hazard factors.
- (3) There is a loss of view of the Jefferson Memorial and an interruption in the natural setting of the grounds.

Due to the cost and other disadvantages, we do not recommend this plan.

Plan C involves a complete reversal of the present arrangement by moving the review stand to the south part of the grounds (see Tab C).

The advantages of Plan C are:

- (1) It takes advantage of the natural amphitheatre contour of the South grounds.
- (2) This better view for the crowd should increase enthusiasm.

The disadvantages are:

- (1) It necessitates awkward movement of the President and the Head of State when approaching and leaving the stand as the distance from the Residence is great.

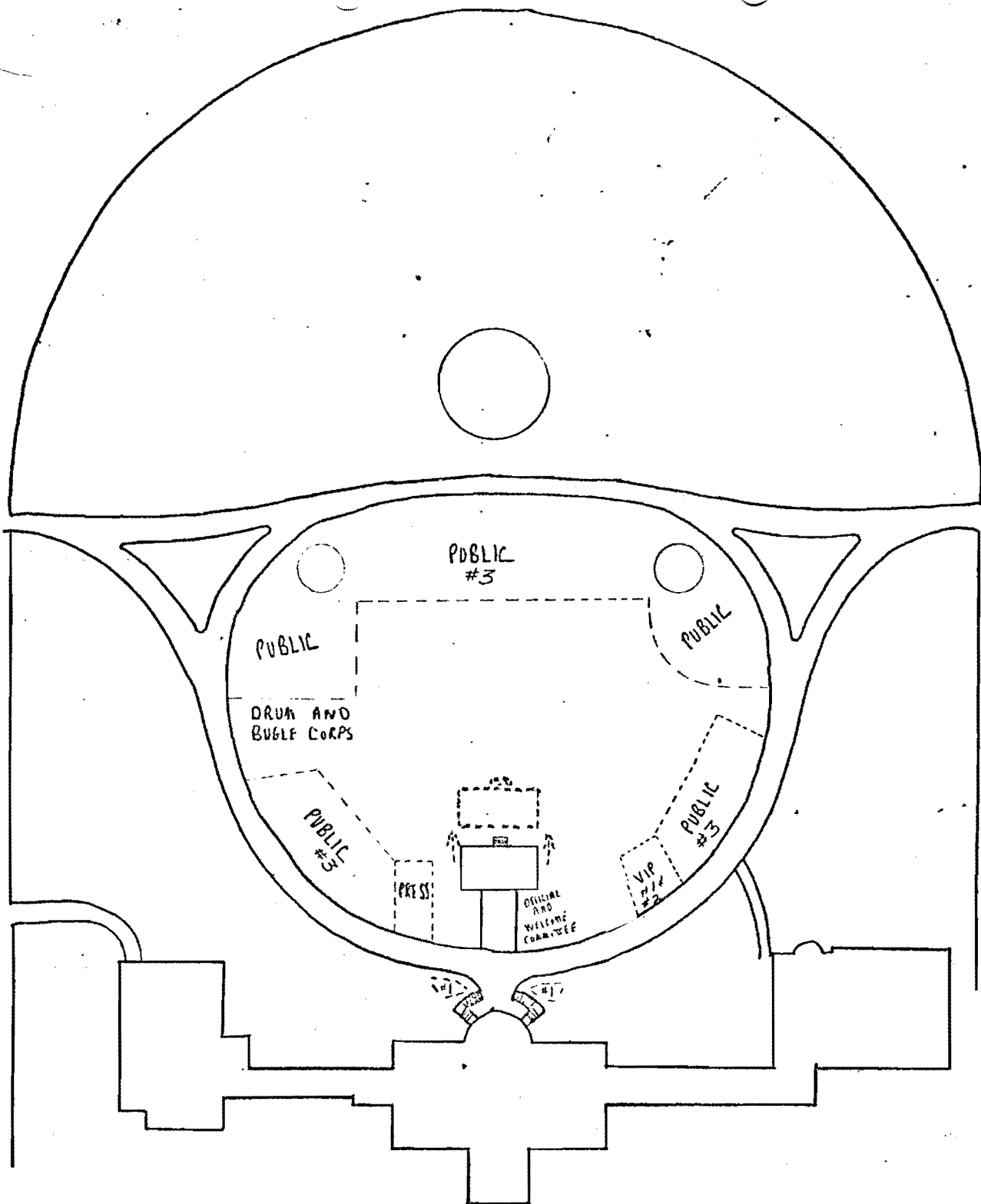
As in the case of Plan B, we do not recommend that Plan C be instituted.

If you concur with the above evaluation, we will proceed to try Plan A for a future arrival ceremony.

Richard S. Fend
Dwight Clowe

EAST
EXECUTIVE
AVENUE

WEST
EXECUTIVE
AVENUE

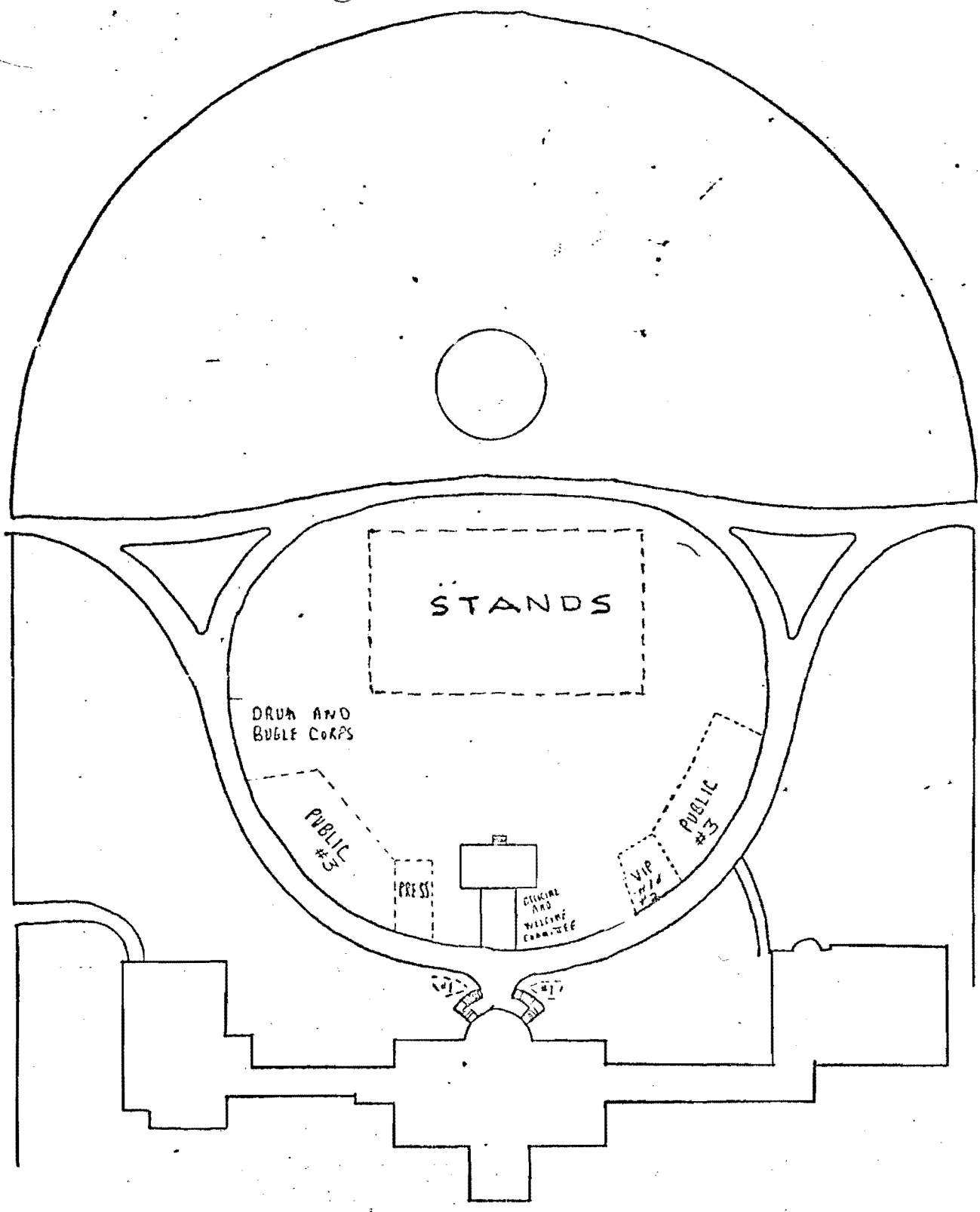


ARRIVAL CEREMONY
SPECTATOR AREAS

B

EAST
EXECUTIVE
AVENUE

WEST
EXECUTIVE
AVENUE



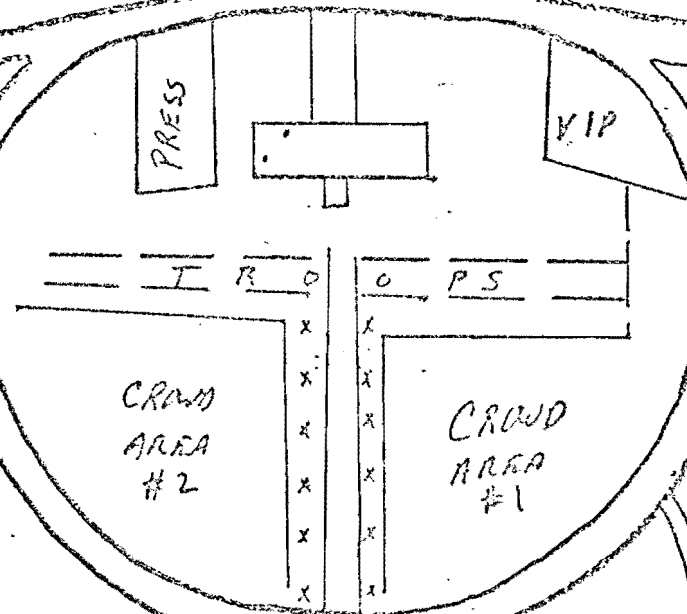
ARRIVAL CEREMONY
SPECTATOR AREAS

THIS CONFIGURATION IS ESSENTIALLY
A "FLIP-FLOP" OF THE STANDARD SOUTH
LAWN ARRIVAL. THE ADVANTAGES
ARE (1) FORCING THE PRESS TO
GET GRND IN PICTURE. (2) WHITE
HOUSE BECOMES BACK GROUND.

CROWD AREA

POOL

CROWD AREA



EAST EXECUTIVE AVE.

WEST EXECUTIVE AVE.

THE WHITE HOUSE

SOUTH LAWN
FIGURE 3

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

October 28, 1971

11:45 a.m.

FOR: AMB. EMIL MOSBACHER, JR.
FROM: STEPHEN BULL *SB*
RE: Smoking Habits of Visiting Dignitaries

The President noted this morning that I have been negligent in providing smoking materials, i.e., matches, cigarettes, cigars, in the Oval Office when the President meets with visiting Heads of State. He has directed that, from now on, I make a determination in advance of whether or not the visiting dignitary smokes and, if so, I should provide the appropriate materials in the Oval Office.

Could you please make this an informal piece of information that you provide our office in advance of a Head of State's visit?

Thank you.

cc: Dr. H. A. Kissinger
Brig. Gen. A. Haig
A. Butterfield
D. Chapin
Mrs. J. Davis

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

February 25, 1971

*file in
office, please*

MEMORANDUM FOR MR. H. R. HALDEMAN

VIA: MR. DWIGHT L. CHAPIN
FROM: RONALD H. WALKER
RE: POSSIBLE FORMATS FOR STATE ARRIVALS

Basically there are three areas that could be considered for staging a State Arrival. These are the North Lawn, South Lawn, and various memorials around the city.

1. North Lawn Arrivals

It is felt, due to the sun's position, that the North Lawn or Portico is suitable only for night arrivals or during inclement weather, such as is done now. Also something could be worked, in a less formal arrival, around the North entrance to the West Wing. (TAB A) Because of trees and shrubbery, space is quite limited on the North Lawn. This would probably prevent using the "standard" number of troops. However, the Military Aide's office advised there really is no standard number and that reducing the number of troops is no problem. One should be aware of potential problems with demonstrators outside the North fence.

2. South Lawn Arrivals

It is felt that the standard South Lawn Arrival Ceremony could be improved by eliminating people from behind the Press Platform and perhaps providing stands or tiers for the crowd. Paul Miller and Col. Coffey relate that drill teams have been used in an effort to change the standard ceremony and that the services have been asked for suggestions for changing the ceremony. No ideas were offered and discussions with Coffey, Miller and Farrell produced nothing new as did discussions among members of the Tour Office.

It should be noted that by changing the time of arrivals, changing camera location, perhaps doing a night arrival would eliminate the stereotype image of arrivals and should get more press coverage. An afternoon arrival, for instance, would change the press location to the West side of the platform thereby eliminating the E. O. B. in the background.

TAB B shows other possible arrival formats on the South Lawn. In addition, the "mini-arrival" formation that has been used could be repeated.

3. Memorial Arrivals

Arrival ceremonies could be held at the Washington Monument, Lincoln Memorial or Jefferson Memorial. It is felt more people could be attracted to a ceremony away from the White House and the ceremony could be followed by a parade. Washingtonians are blasé and it may not be worth considering.

4. Prime Minister Lynch Arrival

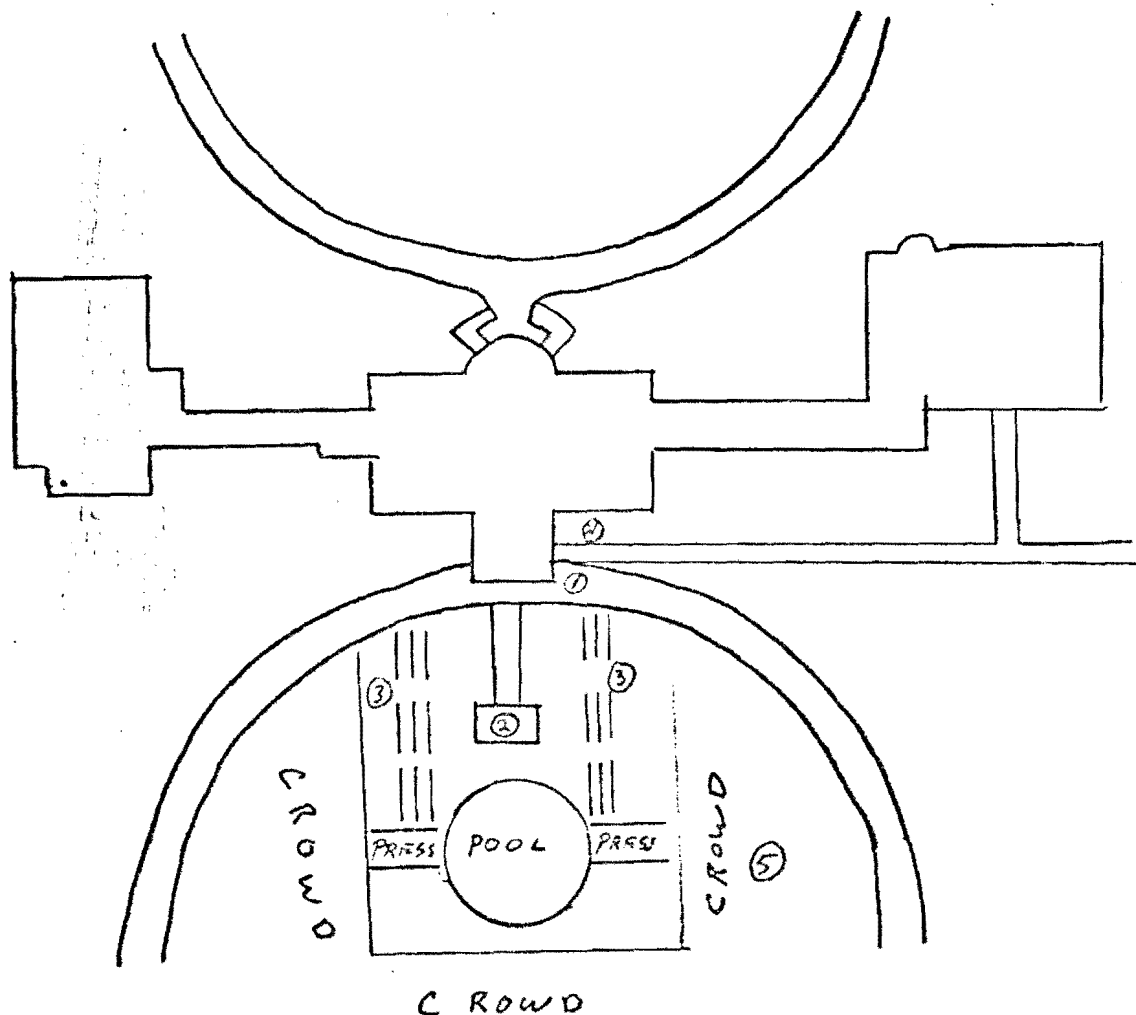
Prime Minister Lynch's visit is not official, therefore, it might lend itself to a North Portico arrival, however, a 10:00 a.m. arrival time would be bad sun wise.

If Prime Minister Lynch's arrival could be scheduled for early evening, it is suggested that an arrival such as shown in TAB C be considered. The Prime Minister's car would stop at the Northwest Gate, where he would be met by the President. They would then walk past the troops formed on the Northwest Drive and proceed to the North Portico steps for remarks (optional), and move directly into the residence.

It is suggested that White House staff, E. O. B. and New E. O. B. personnel be present for the arrival to minimize the possibility of hecklers and demonstrators.

NORTH LAWN ARRIVAL

- 1) PRESIDENT GREET DISTINGUISHED GUESTS AND PROCEED TO PLATFORM. REVIEW OF TROOPS OPTIONAL
- 2) PLATFORM
- 3) TROOP FORMATION
- 4) PRESIDENT MAY ENTER NORTH PORTICO WITH GUESTS OR MAY ENTER NORTH ENTRANCE OF WEST WING.
- 5) CROWD AREA.

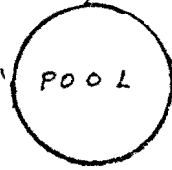


THE WHITE HOUSE

FRONT LAWN

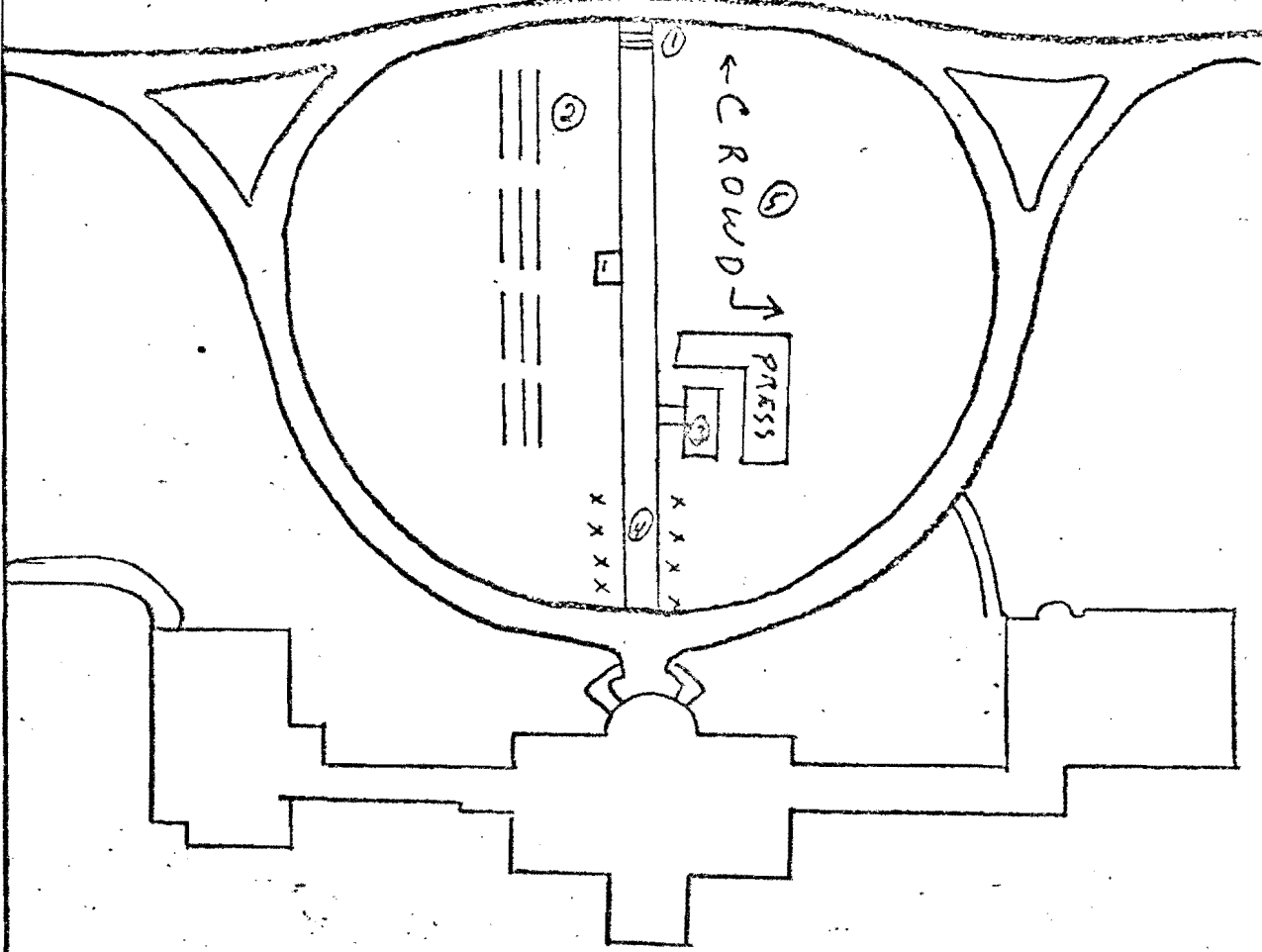
FIGURE 1.

- ① - HEAD OF STATE ARRIVES ON SOUTH DRIVE - PRESIDENT MEETS HIM
- ② - REVIEW TROOPS ON LINE, PROCEED TO
- ③ - DELIVER REMARKS TO PRESS
- ④ - CORDON TO STEPS OR DIPLOMATIC ENTRANCE
- ⑤ - CROWD AREA



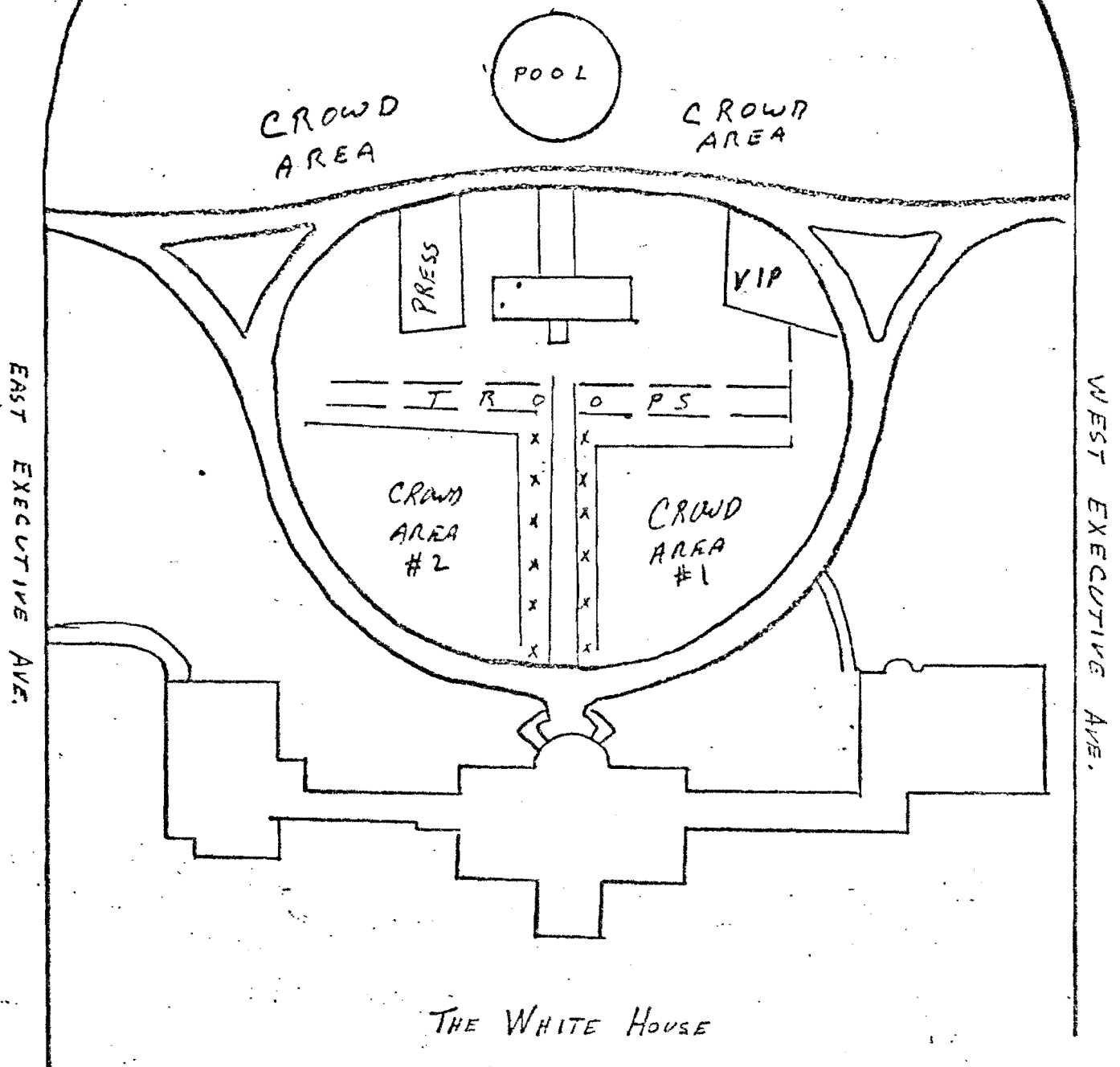
EAST EXECUTIVE AVE.

WEST EXECUTIVE AVE.



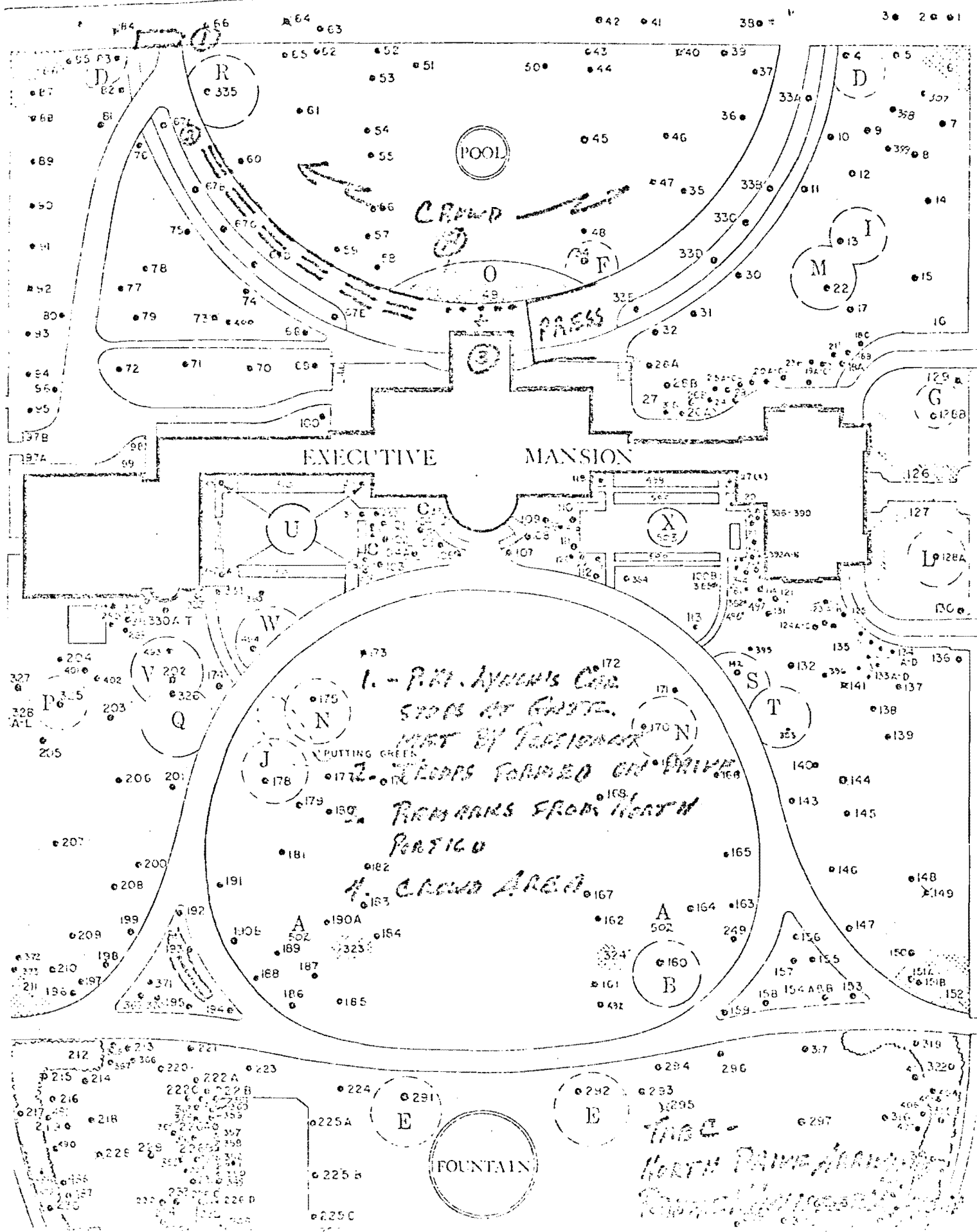
THE WHITE HOUSE
SOUTH LAWN
FIGURE 2.

THIS CONFIGURATION IS ESSENTIALLY
A "FLIP-FLOP" OF THE STANDARD SOUTH
LAWN ARRIVAL. THE ADVANTAGES
ARE (1) FORCING THE PRESS TO
GET CROWD IN PICTURE. (2) WHITE
HOUSE BECOMES BACK GROUND.



THE WHITE HOUSE

SOUTH LAWN
FIGURE 3



MEMORANDUM

THE WHITE HOUSE

WASHINGTON

February 15, 1971

MEMORANDUM FOR:

RON WALKER

FROM:

DWIGHT L. CHAPIN

The President would like for us to give a great deal of thought to changing the format for State Visits. We need to put together some suggestions as to how State Visits could be changed around and made more interesting. The obvious reason for this is to get away from the stereo-typed way that we now do things. If we can change the format and mix it up on different occasions, we will have a better chance of getting press coverage (or more press coverage).

One suggestion which Larry Higby has offered is that we consider the possibility of doing a night arrival ceremony. He points out the dramatic impact which our arrival in Italy had - - and you should remember that well.

Will you please give some thought to this subject and make sure that you keep in touch and work with the Military Aides on all of this. I would like to have your thoughts by Friday, February 19th.

cc: Alex Butterfield
✓ Steve Bull

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

February 15, 1971

MEMORANDUM FOR: RON WALKER
FROM: DWIGHT L. CHAPIN
RE: State Visits

The President is very intrigued about the possibility of holding State Visits outside of Washington. He feels that we should not necessarily think in terms of going to other big cities. It is his suggestion, for example, that we check out the facilities at Jackson Hole, Wyoming - Yosemite and perhaps Callaway Gardens. In other words, let's think of real off-beat type places. Would you please put together a list of possibilities for these visits.

There is one overriding problem concerning doing a visit outside the Washington area other than the many problems which you will meet on the location. That is, when the invitation is issued to the visitor, we should state at that time that the President would like to host the visit some place other than Washington. Most of the invitations for 1971 have already been issued. Therefore, we need to move with dispatch in terms of determining other locations outside of Washington so that we can get word back to the Heads of State that the President wants to do something special and host the visit wherever.

What I am saying is, let's move quickly!

cc: ✓ Mr. Bull
 Mr. Parker

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

October 15, 1970

MEMORANDUM FOR MR. STEPHEN B. BULL
MRS. CONNIE STUART

FROM: DWIGHT L. CHAPIN

RE: Ceausescu Visit

This is just a reminder that we are to develop a plan for the President's okay for the arrival ceremony on October 26 for Ceausescu. As you know, a change has been made at the conclusion of the arrival ceremony whereby the President and Mrs. Nixon escort the visiting dignitary up the South Portico Balcony stairs and enter the Blue Room for the receiving line. It has been suggested that the President and Mrs. Nixon might come out from the Blue Room at the beginning of the arrival ceremony and descend the stairs to take their positions on the lawn.

Also, for foreign visitors who are Heads of State, the President wants to have the Diplomatic Corps invited to attend. They could observe the arrival ceremony from the balcony outside the Blue Room and then meet the foreign guest at the reception in the Blue Room.

In any event, these points should be raised in our plan for the Ceausescu visit.

CC: Mr. Sloan
Mr. Davies

October 6, 1970

MEMORANDUM FOR: DR. KISSINGER

The President has the feeling that on state visits from foreign heads of state and heads of government, we should probably add a half-hour meeting with the President and the advisers. This would be only for major countries.

The President's thought is that he would go into the Cabinet Room after his head-to-head meeting with the Chief of State, and meet for a half-hour with the advisers. On minor countries they should just be run into the Oval Office to meet with the President for a minute at the end of the head-to-head meeting. On the major countries, a separate meeting in the Cabinet Room should be planned.

Also, there is a need at times for more time with the Head of State, and when this is the case, the President would be happy to have the Head of State come to the State Dinner a half-hour early. The President would then meet with him privately in the Yellow Oval Room upstairs before the other Oval Room guests arrive.

H.R. HALDEMAN

cc: Mr. Chapin

file in office
Xerox

TO
Alex
Bull
Hugler

*cc to Alex
Connie / CC to
& Steve / C WALKER*

C
good idea
DEPARTMENT OF STATE
WASHINGTON

September 10, 1970

MEMORANDUM FOR

R.H. HALDEMAN
THE WHITE HOUSE

RE

*let's develop
a plan
for P. OK.*
White House Arrival Ceremonies
for Visiting Chiefs of State and
Heads of Government

As you know, a change has been made at the conclusion of the arrival ceremony whereby President and Mrs. Nixon escort the visiting dignitary up the South Portico Balcony stairs and enter the Blue Room for the receiving line. Has some thought been given to having President and Mrs. Nixon come out from the Blue Room at the beginning of the arrival ceremony and descend the stairs to take their positions on the lawn? It would make a more graceful entrance and would afford wonderful press photos.

Further, I would like to suggest that all the advancements be invited to attend at least one arrival ceremony in order to give them some ideas for the future trips our President will make.

Best regards.

WRC
William R. Codus

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

York to Bull
~~CONFIDENTIAL~~

DETERMINED TO BE AN

ADMINISTRATIVE MARKING

E.O. 12065, Section 6-102

September 7, 1970

Mem. H. NARS, Date *12/28/71*

MEMORANDUM FOR: ✓ MR. CHAPIN
MR. BUTTERFIELD

The President has found that Bill Codus is the best person to use to introduce guests to him in a receiving line. Apparently neither the social aides nor Bus Mosbacher get the names of the people well enough, and don't say them loudly and clearly enough to the President, whereas Codus does. He therefore would like Codus always to be assigned to do the introductions at all receiving lines.

H.
H.R. HALDEMAN

August 6, 1970

MEMORANDUM FOR DWIGHT CHAPIN

FROM: JOHN DAVIES

SUBJECT: Guests for State Arrival Ceremonies

The following major categories comprise the majority of our guests at State arrival ceremonies:

1. The State Department issues blocks of tickets to each U.S. Government department and agency for use by Governmental members and their guests and families. A total of 5200 tickets are used for this purpose.
2. Visitors (tourists) on the early morning special tour the day of the arrival ceremony are always invited. During the summer months, this represents approximately 1300 people.
3. Out of town visitors in Washington for conferences and conventions, as well as school groups, senior citizens clubs and other large groups visiting Washington from across the country are also invited.

This process for admitting guests to arrival ceremonies was worked out with Robert Taylor and Alex Butterfield as being an acceptable and controlled procedure for permitting as many out of town visitors to attend arrival ceremonies as possible. It was felt that the public tour did not provide sufficient control to consider as a source for guests. If you feel inviting the public tour should be reconsidered, please advise.

cc: Steve Bull, Ron Walker, Robert Taylor and Alex Butterfield

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

State Dept

August 4, 1970

MEMORANDUM FOR: MR., CHAPIN

The President raises the question of whether we let tourists in for the arrival ceremonies. He thinks we should, and if we are not doing so we should start now. He feels that it would mean much more to a tourist from Iowa to attend this ceremony than it would to an employee from the Treasury Department.


H.R. HALDEMAN

FYI
Xerox to
Bittorf
John Davis
Bob Taylor
Ron Wacker
Steve Bell
Mike Small
C

N. L. Vint

August 4, 1970

✓
Steve
F-11

MEMORANDUM FOR: GENERAL HUGHES

The President, as you know, very much likes the Marine Band march by at the State arrivals. He thinks now that they should go down and back instead of just going by in one direction. He would also like them to use the Marine Hymn as their finishing number when they come back.

H.R. HALDEMAN

cc: Mr. Chapin *✓*

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

July 21, 1970

MEMORANDUM FOR: H. R. HALDEMAN
VIA: DWIGHT L. CHAPIN
FROM: STEPHEN BULL *SB*
RE: Use of Outside Stairway
for State Arrivals

The President has indicated that he would like to use the outside stairway and the Blue Room for State arrivals as he did with Prince Charles and Princess Anne. Mike Farrell makes the observation that, should we change the format and use the Blue Room rather than the Diplomatic Reception Room, this would necessitate eliminating the Special and Public tours on the day of the arrival.

The outside stairway will not be used for the Kekkonen arrival. However, in view of Mike Farrell's point, should we still plan to do it for a subsequent ceremony?

Yes _____ No _____

THE WHITE HOUSE

WASHINGTON

July 20, 1970

MEMORANDUM FOR STEVE BULL
FROM: MICHAEL FARRELL 
SUBJECT: Altered Format of State Arrival Ceremonies

While we agree that altering the State Arrival Ceremonies, so that the President and the visiting Chief of State would ascend the stairs into the Blue Room (rather than enter through the Diplomatic Reception Room) is effective looking, we thought we should point out the advantages of the present format.

Presently, by closing off the Diplomatic Reception Room, we are able to have both the early morning, Special Tour and the Public Tour continue uninterrupted. The early morning, Special Tour, has also been a crowd source for us at Arrival Ceremonies.

In order to have the White House in proper order, the use of the Blue Room would necessitate closing the White House for both the Special and Public Tours.

We have always tried to avoid disrupting the Special Tour since a large percentage of our reservations come from Congressmen and Senators.

We thought you should have this information.

cc: Mr. William Timmons

July 21, 1970

FOR: COL. V. COFFEY
FROM: STEPHEN BULL
RE: Use of Outside Stairway for State Arrivals

In a memorandum dated July 20 Mike Farrell pointed out that the use of the outside stairway for State arrivals would necessitate the cancellation of the public and private tours on the day of the arrival ceremony. This point was brought to the attention of Dwight Chapin who made due recognition of it but requested that, at the next arrival ceremony, which would be for President Mobutu, we should at least give it a try. Therefore, for the August 4 arrival ceremony we should plan on having the President escort Mobutu up the stairway by the South Portico into the Blue Room where the reception would be held for the visiting dignitaries.

cc: M. Farrell

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

July 21, 1970

MEMORANDUM FOR: ~~H. R. HALDEMAN~~
VIA: ~~DWIGHT L. CHAPIN~~
FROM: STEPHEN BULL *SB*
RE: Use of Outside Stairway
for State Arrivals

The President has indicated that he would like to use the outside stairway and the Blue Room for State arrivals as he did with Prince Charles and Princess Anne. Mike Farrell makes the observation that, should we change the format and use the Blue Room rather than the Diplomatic Reception Room, this would necessitate eliminating the Special and Public tours on the day of the arrival.

The outside stairway will not be used for the Kekkonen arrival. However, in view of Mike Farrell's point, should we still plan to do it for a subsequent ceremony?

Yes ✓ No

*At least the
next one to see
how it goes! /C*

THE WHITE HOUSE

WASHINGTON

July 20, 1970

MEMORANDUM FOR

STEVE BULL

FROM:

MICHAEL FARRELL

SUBJECT:

Altered Format of State Arrival Ceremonies

While we agree that altering the State Arrival Ceremonies, so that the President and the visiting Chief of State would ascend the stairs into the Blue Room (rather than enter through the Diplomatic Reception Room) is effective looking, we thought we should point out the advantages of the present format.

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In order to have the White House in proper order, the use of the Blue Room would necessitate closing the White House for both the Special and Public Tours.

We have always tried to avoid disrupting the Special Tour since a large percentage of our reservations come from Congressmen and Senators.

We thought you should have this information.

cc: Mr. William Timmons

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

Skw
May 13, 1970

MEMORANDUM FOR: H. R. HALDEMAN
VIA: DWIGHT L. CHAPIN
FROM: STEPHEN BULL *SB*

I realize that this is belaboring the point, but the use of the Fife & Drum Corps is still a bit uncertain.

Do not use for Suharto arrival ceremony NO

Never use again for any other kind of ceremony
(including departures of Heads of State, arrival of
Ambassadors, and "pass in review" portions) Right - no more

Other _____

*yes,
do not
use
C*

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

H/C

May 9, 1970

MEMORANDUM FOR DWIGHT CHAPIN

A few minutes prior to our last arrival ceremony, we were informed by Steve Bull that the President did not want to use the U. S. Army Fife and Drum Corps for the ceremony. At that time Steve Bull was not sure whether the President's decision was only for that particular ceremony or for all future ceremonies. Therefore, with the Soeharto arrival ceremony approaching, we would like to get a determination on the use of the Fife and Drum Corps.

BRIGADIER GENERAL JAMES D. HUGHES

Drop use of Fife & Drum

Other

[Signature]
✓

May 5, 1970

FOR: TIM ELBOURNE
FROM: STEPHEN BULL
RE: Camera Position for Arrival Ceremonies

Please note the attached material sent to me by Ollie Atkins. The diagram and some of the photographs were taken from the approximate position that you indicated during our discussions for changing the arrangement of arrival ceremonies. I believe that placing the press area in the position that Ollie suggests would necessitate putting the troops on the slope. However, photographically the effort might be well worthwhile.

cc: O. Atkins

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

March 31, 1970
Tuesday - 8:30 a.m.

*procedures
file -
see - file
note*

MEMORANDUM FOR:

✓ MR. STEPHEN B. BULL
MR. RON ZIEGLER
GENERAL AL HAIG

FROM: Dwight L. Chapin

RE: State Visits

On all State Visits, there will be nothing more regarding a farewell ceremony other than a picture opportunity of the guest and the President. Obviously, down the line there will be exceptions to this rule but the President must approve personally each exception.

On the Brandt visit for April 10 and 11, there will be no farewell statement.

June 25, 1970

FOR: CMDR. RON JACKSON
FROM: STEPHEN BULL

Mr. Haldeman has requested that the stewards be instructed to use the far door--the door down by the Press Center--of the Cabinet Room when serving coffee for meetings in the Cabinet Room. They should no longer use the door which leads into the small waiting room because this causes congestion. Would you please see that this new procedure is followed.

Thank you.

*Steve Bull
F.Y.I*

June 23, 1970

*Der
H.R. handle
Memo to
Jackson*

MEMORANDUM FOR:

MR. CHAPIN

In the future when we are using the Cabinet Room for meetings and coffee is served, the stewards should use the far door - that is the door down by the Press Center - rather than the door off the small waiting room in front of Steve Bull's office.

Using the door off the waiting room causes congestion and an unnecessary flow of traffic.

H.R. HALDEMAN

cc: Mr. Butterfield ✓

June 9, 1970

FOR: CMDR. RON JACKSON
FROM: STEPHEN BULL

RE: Mass Personnel to Serve Presidential Guests

This evening at about 6:00 p.m. I noticed that one of the stewards was seated at the desk outside of the Cabinet Room, apparently standing on call to serve the President or one of his guests should such a requirement develop. The President had gone to the E.O.B. office this afternoon and I knew that the services of a steward would not be necessary. Therefore, due to my negligence in not informing you, one of the Chiefs, or the mess man on duty, one of your people wasted an afternoon when he could have been otherwise purposefully engaged.

In order to preclude the unnecessary use of such manpower in the future, it is recommended that we institute the following policy with regard to a mess man on duty to serve the President or Presidential guests:

1. As previously agreed, the Appointments Office will advise you the evening prior to a working day of those events which will require large-scale serving of coffee.
2. A mess man should always be on duty in the vicinity of the President's office to attend to Presidential guests or other dignitaries who might drop by. Even if the President goes to the E.O.B. the mess man should be on duty, since occasionally we will hold the Presidential guest in the Cabinet Room for a specific reason and then take him across the street to the E.O.B. for the meeting.
3. A mess man should plan on being on duty outside of the President's office at all times when the President is in the Oval Office or the E.O.B. office.

4. When the services of the mess man are not required someone from the Appointments Office will so advise him. The mess man on duty should be instructed to check with us if it appears that there is no activity and perhaps we have forgotten to release him for the afternoon or the evening.

This memorandum is intended to spell out the understanding for mess requirements. I want to emphasize that we are extremely appreciative of the attention that is being paid to the requirements of Presidential guests and hope that the above will be helpful to all concerned.