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80

DOC NO	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
1	MEMO	MICHAEL MCMANUS TO M. DEAVER (PAGE 3, PARTIAL)	1	7/23/1982	B7(E)

Freedom of Information Act - [5 U.S.C. 552(b)]

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File

December 18, 1984

MEMORANDUM FOR WILLIAM HENKEL

FROM: JAMES L. HOOLEY
SUBJECT: GERMANY SURVEY TRIP

On Saturday I completed a three day trip to Germany, the purpose of which was to begin preparations for the Economic Summit in May. In the course of the trip, I met with Embassy officials, held discussions with Undersecretary of State Wallis, and visited the Schloss Gymnich (the Official Guest Residence which was occupied by the President and Mrs. Reagan in June, 1982). I also met with the German summit coordinator, Ambassador Joachim Peckert, to discuss issues relevant to U.S. participation in the Summit.

The Germans, as well as our Embassy officials, appeared grateful to have someone from our side addressing these issues at an early date, and so I believe that the trip could be considered "successful." However, there are a few things that we should probably begin to focus on as soon as possible.

SUMMIT RULES AND STAFF PARTICIPATION

The 1985 Summit will adopt the same rules and format as the 1983 Williamsburg and 1984 London meetings, with emphasis on the intimate atmosphere of Williamsburg. Therefore, the number of persons allowed into the area where the meetings are to be held will be extremely limited. For us, the problem will be worse than experienced thus far, for two reasons: 1) The building where the main meetings will be held is very small, and the U.S. Staff office will be in an entirely separate building; 2) Summit planners are wising up to U.S. behavior, having experienced our penchant in previous gatherings for overstuffing meetings, abusing credentials, and keeping the President surrounded by aides. (Ambassador Peckert specifically mentioned having met with British officials recently for a report on what to expect. He was told that the U.S. had violated an agreement in London which called for all U.S. officials to hold in the delegation office; "someone" (Fischer?) sat outside the door to the meeting room for all

sessions).

The Germans agreed that our military aide and doctor could remain down the hall a few steps from the Heads of Delegations meeting room. All other officials will have to remain in the U.S. Delegation Office in a nearby building. Should a member of that group demonstrate a need to reach the President, he/she will be accommodated. Otherwise, no one will be allowed inside a certain area. Each Head will be given a private suite of rooms (2) in which to rest or refresh; German protocol officers plan to show the way.

Incidentally, Wallis emphasized to me the need to keep limited the number of persons able to see the "electronic handwriting" machine in the U.S. office, on which he transmits notes from the Heads meetings. Apparently last time a cast of thousands watched as he reported personal conversations taking place among the Heads, and he is worried about news leaks.

To repeat, Summit rules will be the same as 1983 and 1984. The Heads will arrive in reverse protocol order, by helicopter, on the afternoon of May 2. They will be met for a brief arrival ceremony on the grounds of the Palais Schaumborg by Chancellor Kohl; only the 15 delegation members and security/medical staff will be transported and allowed to accompany. (All other staff and guests will be transported by bus directly to their hotels). Following the official welcome, the President and Chancellor Kohl will meet for a brief chat inside the Palais, while the Secretaries of State and Treasury meet with their counterparts and the rest of the party boards the motorcade. A dinner will be held that night.

The Summit meeting schedule will follow the pattern of past summits, with meetings between the Heads (accompanied only by the Sherpas), followed by Plenary Sessions and the development of the Joint Communiqué. As usual, no press interviews regarding Summit business will be allowed before the end of the Summit.

HOUSING

Housing the traveling party will be extremely difficult, as there are no large hotels in Bonn. I have transmitted our needs to the Germans in terms of a total of 700 rooms, including from 250 to 300 for press. This figure is based upon a total number in London, not counting press, of 466 (including WHS, State staff, SY, USSS, HMX crews, press staff, etc.). The German government will now award us space at various hotels arbitrarily. A key item for them was the decision for us to accept the Schloss Gymnich as the President's residence; other nations have been "on hold" pending our acceptance.

The key thing for us to realize is that our party will be split up among various hotels, creating difficult but unavoidable logistics problems. We will most likely have to transport the official party by helicopter from downtown to the Schloss each morning for the usual breakfast meeting with the President, then transport the entire party back with him to the meetings. I surveyed a landing zone location downtown, and was offered the use of the government official L.Z. for this purpose.

The Schloss can be used in any one of several ways--it can accommodate as many as 20 persons in the main house and a dozen in an "out building." Secretary Haig stayed in the Outbuilding in 1982.

I would recommend that only the President and Mrs. Reagan and key support personnel stay in the main house. All other delegation members would stay in hotels downtown. The advantage to this is that the Reagans have maximum privacy; the disadvantage is that we compound our hotel problems by putting the rest of the Official Party and their entourages (such as Shultz and company) in hotels. Options would be for Secretary Shultz to stay in the Outbuilding, while Regan stayed at the Ambassador's residence downtown (?) There is a converted stable at the Schloss which is usually used for security; it has a large conference room, a radio room, several bedrooms and bathrooms, a picture window overlooking the main house, and a room with several bunkbeds. I believe this would be ideal for all of the agents, including Bobby De Prospero, thus leaving more room in the main house. Stewards could also stay here, with Eddie in the main house.

Another option for the Outbuilding, if Shultz does not stay there, would be to use it as a residence for staff who are key to the trip: Bill Sittmann, yourself, the site advancement, the medic, etc.

OTHER ISSUES

Since I have everything already worked out, there will be no need for you to travel to Germany in February. Seriously, there were few issues which I brought up which seemed to be a problem. These issues were discussed without objection:

Our desire to utilize our own helicopters

Our desire to use our own motor vehicles

Our unique requirements for military aide and doctor presence.

The possibility of needing to "wire" the President with a vibrating beeper or other device in case the aide needs him to depart a meeting immediately.

The possibility of wanting to give Wallis some device which would signal the doctor and USSS in the event of an emergency (such as we did in London).

Finally, I informed Ambassador Peckert that he could expect Mr. Deaver and company some time very soon after February 1st. He expressed delight with having a decision-making party arrive so early, and suggested that the next delegation--the pre-advance--come in late March. This is to avoid coinciding with other nations' survey trips.

Attached are materials which may be helpful.

fill here

THE WHITE HOUSE

WASHINGTON

September 14, 1984

→ JAB/MKD
FYI

for comments

MEMORANDUM FOR WILLIAM HENKEL

FROM

CHARLES BAKALY

CB

MD 9/17

SUBJECT

SCHEDULING OF PRESIDENTIAL EVENTS FOR NETWORK NEWS COVERAGE

*Mike:
I think
we
need
to
discuss
this.
I've*

Network decisions as to the content of their broadcast are not definitely made until air time. Ideally, they would prefer to begin editing/feeding at 5:00 p.m. EST, but are fine until 5:30 p.m. Any time later until air time makes it increasingly more difficult to get on the air. So, an event should end by 5:00 to 5:15 p.m.

In the case of the Broome County event, CBS made an editorial decision not to air a CBS White House correspondent produced piece. The time of the event was not a factor at all.

The crucial issue is: "Is the event newsworthy?" With the polls the way they are it is not surprising that the nets are reluctant to air well-produced events with large supportive crowds that end up looking like political commercials and not "news". While these rallies are always good on the local/state/region level, they may not have national news significance to the nets.

*already
talked
w/ Larry*

It appears that CBS has made an editorial decision regarding the reporting/airing of Presidential events.

*a bit about
this + his*

The key is to make news. An important issue was raised by Mr. Baker at our recent press meeting concerning the press created impression that the President is detached from people, real people. To counter this we should actively and regularly seek opportunities for the President to make unannounced visits to different groups/businesses/activities to put him in situations where he can interact with people. All of our crowd stories have been that he was with handpicked/magged /politically safe people.

*working
w/ FF
to determine
when was
on "Fairness"*

A general theme could be to show the President working to bring all Americans together to share in the new growth/prosperity of the country. An example is the recent meeting with the Baptist leader.

Doctrine +

Unannounced, personal events have always yielded good coverage and provide the President with the opportunity to take his message directly to the people and have it reported as such.

this decision. We have

message to get out & so does Mondale.?

My CBS contact states: Time had nothing to do with not getting Endicott on the air! An editorial decision by New York and Rather. CBS has met and decided it does not want to air "our commercials" i.e., slick rally events without news. The last two nights CBS used Rather voice over not the pieces sent in by their WH correspondents.

*think they should cover both equally + not
just their because it's negative + therefore newsworthy. JAB*

THE WHITE HOUSE

WASHINGTON
August 21, 1984

Fyi

Bill

This is a good memo except those items that I checked could prove embarrassing if the press wanted to make us look foolish. Discuss with WH.

MEMORANDUM TO LEAD ADVANCEMEN

FROM: WILLIAM HENKEL

SUBJECT: Observations and New Operating Procedures

The following is a compilation of observations from recent campaign trips and input from various sources which I expect to be followed. They are in no order of priority.

USSS: Reagan-Bush '84 will not automatically pay for security related expenses. For each event, the Lead Advanceman must determine if the Security requirements are a logical extension of a cost we would normally incur. For example, Reagan-Bush '84 will not pay for perimeter screening devices, i.e., truck rentals, buses, etc, but we would pay for sides to a stage, stage fronting to conceal armor, etc.

It is imperative that the Lead Advanceman inform the Lead Secret Service Agent of our site construction plans and timetable, particularly the building of stages and backdrops so that the USSS Technical Division can have in place any armored glass or metal which will be installed during the construction. Reagan-Bush will not pay overtime rates for manpower if their technical material arrives after the agreed construction schedule.

BUDGETS/BILL PAYING: I am very cognizant of all of the conflicting demands on your time. However, I must stress how important it is for you to submit your budget information on time as requested by me.

It is the Lead Advanceman's responsibility to have a folder prepared for the Reagan-Bush checkwriter. The checkwriter rides the press plane -- the lead or his representative must meet the checkwriter when the press plane arrives. The following items must be included in the folder:

1. A copy of the final budget which Henkel has submitted to John Rogers and Bay Buchanan Jackson (this will be dacommed to you).
2. A written explanation for any deviations from subtotal budget categories.

NOTE: Changes within the budget subtotal will not be challenged by the checkwriter as long as the grand total remains the same.

3. Original copies of invoices (no xerox copies accepted) must be presented for payment. An original invoice is not a handwritten figure on a piece of paper. Invoices must be on an appropriate letterhead. I strongly recommend that one of the first volunteers you select be your budget control/finance officer. Find a Republican CPA, accountant, young bank officer, MBA or anyone who you can trust for this important task.
4. Invoices should be organized by the categories on the budget form, i.e. site acquisition, major physical preparation, etc.

PRESIDENTIAL MOTORCADES: It is the Lead Advanceman's responsibility to ascertain from the Secret Service the exact route the President will travel. If the proposed route appears illogical or is avoiding population concentrations, I must be informed. If we are purposely going to avoid a small town or area we need to know in advance so that people are not disappointed after standing out for many hours expecting the President to travel by the most direct route from an airport to an announced event site. If you learn that a route is to be changed at the last minute, I must be informed on Air Force One or wherever I am.

DO'S AND DONT'S: In the future the President should not automatically be presented with a hat at every event. As a general rule we want to avoid hats. Exceptions should be presented to me for consideration. Presentations must be judged as Presidential. Who presents gifts to the President must be carefully considered, i.e., we don't want "cute" cheerleaders presenting a hat to the President. ✓

All pre-program speeches will be completed prior to the President's arrival on stage and a musical interlude will immediately precede the President's entrance. The only other speaker after the President arrives will be the individual introducing the President. Make sure his remarks don't step on the President's speech.

At all rally events, "God Bless the U.S.A." should be played. ✓
We will be providing the music shortly.

At all of your events look for opportunities where the President can engage in conversation with real people and entertain questions. This will not be easy but is something we need to work very closely on. ✓

Always be on the look out for spontaneous events. Always be on the look out for local interest stories, especially those that can be accomplished by a Presidential phone call or a brief holding room meeting. Work closely with me, the press office and Dave Fischer on this. We have gotten two front page human interest stories on recent trips.

Always be looking for creative ways to change rally formats and programs.

The number of personnel moving with the President, particularly along ropelines, must be sharply reduced including White House, Reagan-Bush and Press Office staff. Advance staff will designate viewing areas and the detailed staff schedule will be very specific as to who will accompany the President and where the staff should view photo opportunities.

Speakes and Bakaly will be responsible for briefing the press pool on photo opportunity movements, especially in crowd situations.

"The Rule of Five" (2 still photographers, 2 man TV camera crew and a correspondent/writer) will be in effect for all ropelines. The only White House Press Advance or White House Press Office involvement will be to rotate the five members of the press to the President and it will be Dave Fischer's responsibility to stage the activity.

The Advance team will be responsible for identifying a credible crowd estimator by name title at each event. This person should be the local police chief (not USSS) or his designate.

Magnetometers sufficient to process the expected crowd within a prescribed period of time must be agreed upon by the Advance Office and USSS. Backup mags should be available.

PRESS ADVANCEMAN'S ROLES IN CROWD RAISING: The Press Advanceman working closely with the Lead must be a major contributor to our overall crowd raising effort. The Press Advanceman should:

Arrange local press conferences, site visits, coverage of site construction emphasizing volunteerism, spirit, unique volunteers, etc.

Develop a news release.

Stroke the local press.

The White House Press Advanceman may be quoted in the local press on trip logistics and other non-substantive trip related information. Any other inquiries must be forwarded to the White House Press Office.

HANDICAPPED INDIVIDUALS: For all public events, arrangements must be made to make Presidential events accessible for the handicapped, i.e., special areas, routes.

SOUND SYSTEMS: We need to do a better job of ensuring that everyone attending a Presidential event can hear the President. Also a good sound system is the best method of countering hecklers.

CROWD AMENITIES: We must ensure that adequate basic public amenities exist for all, i.e. portable johns, water, emergency medical facilities, etc.

PRESIDENTIAL OFF-STAGE ANNOUNCEMENTS: Rotate female and male WHCA announcers. There is nothing wrong with a woman announcing the President.

WOMEN: Women should be prominent on all Presidential platforms, greeting lines, motorcades, etc.

SCHEDULE DEVELOPMENT: Lead Advancemen and Trip Coordinators must develop a mutually agreed upon time frame for the submission of schedule information, diagrams, guest lists, etc. Trip Coordinators, as well as the graphic and duplicating people, have been spending wasted weekends and nights waiting for information. We cannot operate this way in the busy period ahead.

Recorded by LEE GREENWOOD on MCA Records

GOD BLESS THE U.S.A.

Words and Music by LEE GREENWOOD



MCA MUSIC

A Division of MCA Inc.
Melville, New York 11747

US 2345

\$2.50

GOD BLESS THE USA

Words and Music by
LEE GREENWOOD

Slowly

The piano introduction consists of two staves. The right hand plays a series of eighth-note chords in a descending sequence, while the left hand plays a steady eighth-note bass line. The tempo is marked 'Slowly' and the dynamics are 'mf'.

Verse



B $\flat$ /F



The first line of the verse features a vocal melody and piano accompaniment. The lyrics are: "(1.) If to - mor - row all the things were gone I'd worked for all my life, And I". The piano part has a steady eighth-note bass line and a melody in the right hand. Dynamics are marked 'mp-mf'.

Gm7



E $\flat$ 7



C7



The second line of the verse continues the vocal melody and piano accompaniment. The lyrics are: "had to start a - gain — with just my chil - dren and my wife. I'd". The piano part maintains the same rhythmic pattern. Dynamics are marked 'p'.

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MCA MUSIC

F Am7

thank my luck - y stars to be liv - in' here to - day, 'cause the

Gm7 Dm Bb

flag still stands for free - dom and they can't take that a - way. And I'm

Chorus C/E Bb/D F

proud to be an A - mer - i - can where at least I know I'm free. And I

C/E Bb/D F

won't for - get the men who died, who gave that right to me. And I'd glad - ly



stand up; next to you and de - fend her still to - day. 'Cause there



ain't no doubt I love this land _____ God bless the U S



A (2.) From the



lakes of Min - ne - so - ta, to the hills of Ten - nes - see, — a -

Gm7 Eb7 C7

cross the plains of Tex - as, from sea to shin - ing sea, —. From

F Am7

De - troit down to Hous - ton and New York to L A Well, there's

Gm7 Dm Bb D. S. al Coda ⊕

pride in ev - 'ry A-mer-i- can heart, and it's time to stand and say — That I'm

Coda ⊕ F Bb Gm7/C Dm Bb

— God bless the U S A — And I'm



Bb/D



F



proud to be an A-mer-i-can — where at least I know I'm free, and I

won't for-get the men who died, who gave that right to me. And I'd glad-ly

stand up next to you, and de-fend her still to-day. 'Cause there

ain't no doubt I love this land — God bless the U S A —



F



stand up next to you, and de-fend her still to-day. 'Cause there

ain't no doubt I love this land — God bless the U S A —



ain't no doubt I love this land — God bless the U S A —



ain't no doubt I love this land — God bless the U S A —

Free

THE WHITE HOUSE

WASHINGTON

July 24, 1984

*Bul
See notes*

MEMORANDUM FOR MICHAEL K. DEEVER

FROM:

WILLIAM HENKEL *WH*

SUBJECT:

Advance Office Requirements for the Campaign

As a result of the President's four-state July 4th trip, this week's three-state trip and Fred Ryan's July 17th memo on proposed campaign activities indicating that in September the President will travel two to three days per week and in October three to four days per week, we will require additional manpower and equipment.

MANPOWER:

Attached at Tab A is a memorandum regarding establishing a Reagan/Bush '84 consultant payroll for additional advancement for the campaign. I submitted two budgets -- one totalling \$29,590 -- which according to Michael McManus has been approved by Ed Rollins. A contingency budget was also submitted if the level of Presidential travel warranted hiring additional advancement.

*Bul
work out
with Rollins
OK*

I strongly recommend that an additional \$41,910 be budgeted which will allow me to offer selected private sector volunteer advancement the opportunity to take leaves of absence and be paid during that time or have Hatched Government employees resign their positions (this will require, after November, finding temporary government appointments). The Advancement consultants retained by Reagan/Bush must be under my direct control for assignment and utilization. A clear system must be worked out to establish priorities between Presidential trips and Vice Presidential and surrogate events so that the full time Reagan/Bush advance staff can be utilized to the maximum benefit of the President. As Director of White House Advance, I need the ultimate authority to assign advance personnel. Obviously, this would be done in cooperation with Ed Rollins, Lee Atwater and other campaign officials.

The work volume in the office as we witnessed in the past two "campaign type" trips requires an additional Trip Coordinator immediately (salary \$18,000-20,000). It should be noted that in addition to producing trip and event schedules, the Trip Coordinators are responsible for all in-house events.

We presently have two interns assigned to the office. After July 30 a replacement intern is needed to answer phones, run work-related errands and assist on a number of on-going daily and time consuming projects. The second intern needs to be replaced by September 1, 1984.

*Is this
Rogers or
Rollins?
work with
whom ever.*

EQUIPMENT:

The number one priority is an additional IBM display writer and printer. Three IBM display writers even with the current level of activity results in many lost hours of productivity while a Trip Coordinator waits for a machine to become available. The two Wangs in the office, provided by the State Department for international Presidential and Vice Presidential trips, support my needs, administrative functions, press and special projects. The Wangs are not compatible with WHCA's IBMs for telecommunicating to the traveling party and teams on the road, which is now being done during multiple day trips.

We are also in need of two TRS-80 terminals for site surveys and pre-advances in order to telecommunicate information on possible up-coming trips back quickly to the White House for approval.

A large copying machine must be substituted for the one we presently have in the office which is extremely slow, poor quality and inadequate for the large quantities we are expected to turn out. The machine we are forced to use is inconveniently located down the hall and nine out of ten times is being used.

We are also requesting the following additional equipment for the office: 3 file cabinets, 1 work table and 1 telephone. We are not requesting additional space but will need permission to contact some movers to arrange the furniture within our existing office space.

THE SCHEDULE:

Diagrams: Eliminating diagrams from the schedule would save our office time as well as overtime for the Graphics department. We would like consideration of the elimination -- noting that the Advancemen would still dacom the hand-drawn diagrams to our office to be distributed 24 hours prior to the trip to Dave Fischer or anyone else who may be in need of them. USSS and Military Office currently draw their own diagrams for their own use.

Traveling Party: On a case-by-case basis and only when an overnight is involved, a Trip Coordinator should be manifested on Air Force One or the Press Plane in order to make schedule updates and revisions to the detailed schedule as well as the President's personal schedule. A Trip Coordinator is always official and, therefore, would not be paid for out of political funds.

cc: J. Rogers
M. McManus
M. Tutwiler

I agree!

*we surely
have enough
people
already
that we
can assign
them responsibility
to.*

THE WHITE HOUSE
WASHINGTON

May 15, 1984

MEMORANDUM FOR MICHAEL A. McMANUS, JR.

FROM:

WILLIAM HENKEL 

SUBJECT:

Budget for Advancemen Consultants

As we have discussed, after the Convention there will be a need to transfer to a Reagan/Bush 84 consultant payroll a few advancemen through Election Day.

Some of our best "volunteer" advancemen are Government employees, are hatched and would be precluded from advancing during the campaign except for official trips, which I assume will be minimal after Labor Day. A number of our private sector volunteer advancemen will be required by their corporations to take leaves of absence if they plan any extensive involvement. The key for the latter group is the pace of Presidential campaign activity during the re-election campaign. Consequently, I am proposing two budgets. An actual budget totaling \$29,590 and a contingency budget for \$41,910. The contingency budget will only be required if the level of travel warrants activation.

cc: M. Tutwiler

ACTUAL BUDGET

Page 2

Annual Rate	\$50,000	Annual Rate	\$40,000
Daily Rate	192	Daily Rate	154
Computation*	10,560	Computation*	8,470
Number of Advancemen	2	Number of Advancemen	1
Sub Total	21,120	Sub Total	8,470
		TOTAL	\$29,590

*Daily Rate x 55 days, 5 working days for eleven weeks between convention and Election Day.

CONTINGENCY BUDGET

(Maximum amount for eleven weeks in fact would be less assuming level of travel not constant for entire period)

Annual Rate	\$40,000	Annual Rate	\$26,000
Daily Rate	154	Daily Rate	100
Computation*	8,470	Computation*	5,500
Number of Advancemen	3	Number of Advancemen	3
Sub Total	25,410	Sub Total	16,500
		TOTAL	\$41,910

THE WHITE HOUSE

WASHINGTON

June 14, 1984

MEMORANDUM FOR ASSISTANTS TO THE PRESIDENT

FROM:

MICHAEL K. DEAVER

Mike

SUBJECT:

CHRONOLOGY OF PRESIDENTIAL TRIPS

Below is the "standard" chronology for Presidential trips which reiterates our policy on courtesy trip notifications to elected officials and other dignitaries.

The chronology is as follows:

Trip Scheduled Fred Ryan schedules the trip, project officers are assigned and set-up papers are sent out.

- * Notification to Legislative Affairs, Intergovernmental, Political and others, as appropriate, of upcoming pre-advance is done by the assigned Trip Coordinator (Advance Office).
- * Courtesy calls advising elected officials and other dignitaries of a possible Presidential trip are done by these offices at their discretion before or at the same time as the White House pre-advance team is departing Washington.

Sometimes the Advance Office works directly with the elected official's staff to prepare the pre-advance, if the elected official is hosting the event or actively involved.

The Pre-Advance (generally done one week before the trip).

Trip Concept Memo Immediately following the pre-advance, a memorandum is prepared for Mike Deaver by the Advance Office outlining the concept of the event(s) and including a proposed summary schedule.

Trip Meeting (usually the day after the pre-advance). This meeting reviews, with representatives of the offices that are involved in the trip, the proposed summary schedule approved by Mike Deaver.

Manifest and greeter requests are discussed with Intergovernmental Affairs, Legislative Affairs and Political Affairs as well as any special dignitary involvement.

Agreement on the timing of the White House Press Announcement is established at the trip meeting.

Press Announcement (usually 5 days before the trip).

- * Immediately before the White House Press Office trip announcement (or simultaneously), courtesy calls again are made to the same elected officials, etc. and a general outline of the trip is discussed.

Draft Schedule memorandum Several days prior to the trip's departure, a memorandum with a draft detailed schedule is sent to the offices involved in the trip.

Manifest Manifest requests are submitted to William Sittmann and Margaret Tutwiler for approval three to four days before the trip departs.

- * Trip information to those traveling with or greeting The President should be coordinated closely with the Advance Office.

Traveling Guest/Staff Memorandum Distributed the day (or business day) before the trip departs, this memo gives the departure information for the guests and staff.

Final Trip Schedule Distributed the night before or the day of departure.

cc: D. Fischer
F. Ryan
W. Sittmann
M. Tutwiler

STANDARD TRIP MOTORCADE

REVISED AS OF 04/18/84:

MOTORCADE ASSIGNMENTS

Lead

L. Advance

Spare

L. Speakes
D. Fischer

Limo

THE PRESIDENT
Mrs. Reagan

Follow-up

Control

M. Deaver
Dr. Daniel Ruge
Military Aide

Support

E. Hickey
M. McManus
W. Henkel
Ofcl. Photographer

Staff I

Senior Staff

WHCA

Staff II

Staff
Medic

Guest I

Guests
(If Congressional,
moves before staff
cars)

Guest II

ID

Guest/Staff Wagon

Support Staff

Camera I

Press Advance

Wire I

Wire II

Camera II

- Continued -

Camera III

Camera IV

Press Van I

M. Weinberg

Press Van II

Ambulance

Tail

THE WHITE HOUSE
WASHINGTON

*File
under
campaign*

February 27, 1984

TO MICHAEL K. DEEVER

FROM: Bill Sittmann

Subject: Campaign Scheduling Procedures

Per your request I have taken a look at the Reagan- Bush Scheduling Procedures and the only point I would consider is Point 3. Perhaps White House Advance should send one of our people out with Campaign when a survey is done. This would eliminate problems similar to those we had in Waterloo.

*Also. I think Fred Ryan should
be notified of any ideas*

REAGAN-BUSH '84

The President's Authorized Campaign Committee

February 21, 1984

MEMORANDUM FOR ED ROLLINS

FROM: DAN W. MORRIS *DWM*

SUBJECT: Operational Procedures for Presidential Scheduling

The following is an outline of my discussion with Jim Lake and Mike McManus on Thursday, February 16:

1. Proposed political events for The President are originated by Ed Rollins, drafted by Dan Morris, and sent to Michael K. Deaver and Michael A. McManus, Jr.
2. Ed Rollins presents the proposal for approval by the Senior Staff at the Tuesday morning campaign meeting.
3. After the proposal is approved, a site survey will be conducted. A site survey report is then written along with a proposed schedule and event profile. This report is submitted to Ed Rollins for approval. Once it has been reviewed, Dan Morris will prepare a proposal for Michael K. Deaver and Michael A. McManus, Jr. for approval.
4. Ed Rollins presents the proposal to the Senior Staff and after approval is received, the campaign advance office will utilize a field representative to help facilitate the event.

NOTE: This representative is utilized only if they are already on ground in the state where the event is to take place and this representative does not make decisions on sites, programs, or movements.

5. On arrival of the presidential advance team, the campaign advance representative will introduce the key players for the event operations and make sure the needs of the presidential advance team are met.

NOTE: The campaign advance representative remains on site as long as needed.

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6. Any proposed schedule additions or deletions will originate from Ed Rollins, drafted in approval/disapproval form by Dan Morris, and submitted to Michael A. McManus, Jr. and copied to Margaret Tutwiler for White House distribution.
7. All schedule update information and event cost information will come from the White House Advance Office to the campaign advance office for distribution to Division Heads.

_____ Approve _____ Disapprove

cc: Michael A. McManus, Jr. ✓

THE WHITE HOUSE
WASHINGTON

Date: 2/21/84

TO:

Mike Deaver

FROM:

Michael A. McManus, Jr.
*Assistant to the President
and Deputy to Deputy Chief of Staff*

☐ Information

☐ Action

☐ Let's Discuss

REAGAN-BUSH '84

The President's Authorized Campaign Committee

February 21, 1984

MEMORANDUM FOR MICHAEL A. McMANUS, JR.

FROM: DAN W. MORRIS

SUBJECT: Weekly Report on Campaign Event Operations #3

I. ADVANCE

1. IOWA

As of today (Monday, February 20, 12:00 noon), the President's trip seems to be in good shape at the capable hands of Jim Hooley, John Gartland, and Andy Littlefair. The combined attendance for Waterloo and Des Moines should exceed 13,000 people. In financial terms, these events will come in under \$65,000, which reflects a savings of \$35,000 below the original budget estimate.

The communication between the campaign and the White House may have had a shaky start, but as the advance progressed, it went from poor to excellent. I feel we have developed a good system that just needed some fine tuning. I will sit down with Hooley and Henkel for a post-event wrap-up to get their impressions of the system.

NOTE: Please see pending memo to Ed Rollins reflecting future scheduling procedures.
(See Tab A)

2. NEW HAMPSHIRE

The Vice Presidential event in Concord exceeded our expectations. Although Lou Cannon quoted a crowd of 700 persons (typical), the actual attendance was well over 2,000. The event made good local coverage and two small shots on the networks on the Sunday evening news.

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Paid for by Reagan-Bush '84: Paul Laxalt, Chairman; Angela M. Buchanan Jackson, Treasurer

The New Hampshire Bus Tour is coming together very well and seems to be drawing a great deal of interest. The only missing ingredient is national press traveling on the tour. Jim Lake is aware of the situation and is working on drumming up the press. As a back-up, Bob Schmidt is checking to see what national press will be in the area so that we can alert Lake's operation. Enclosed please find the updated New Hampshire Bus Tour schedule. (See Tab B)

Primary Night: We have briefed Maureen Reagan on the Primary Night event and she seems to be excited about the prospect of the local news coverage.

3. SOUTHERN TOUR

Steve Studdert is on board and waiting for the go ahead on a survey of Florida and Georgia. The Florida political operation has not gotten back to us with their recommendations on "types of events". If we have not received word by COB Tuesday, February 21, we will proceed with the survey on Wednesday, February 22.

NOTE: Lou Kitchen is aware of the situation and concurs with the idea of proceeding with the site survey.

II. SCHEDULING

1. MAUREEN REAGAN

Sarah Long will meet with M.J. Jamison to discuss Maureen's upcoming schedule. I have met with Maureen and she agrees with our scheduling concept. She will begin to block out 2 to 3 days a month for our events.

2. CABINET OFFICERS

The Cabinet Officers' schedules are beginning to clear in late March and early April. Sarah is concentrating on events that we need to do on focus dates for primaries which occur in April and May.

3. ACTION UPDATE

Enclosed you will find an Action Update and cover memo highlighting the status of all scheduled events. (See Tab C)

4. STATE BY STATE SCHEDULED SPEAKERS

Enclosed you will find a listing of all the speakers' schedules by state and the justification behind these scheduled appearances. (See Tab D)

III. SPEAKERS

1. CABINET OFFICERS

The working relationship with the Cabinet Officers' staffs has been very good. Following the suggestion of Ed Rollins and Drew Lewis, we are not using a chartered aircraft for Secretary Regan's trips to New York and Dallas.

2. CONGRESSIONAL LEADERS

Ken Duberstein has arranged for a Senate and House Leadership briefing and recruitment session on Tuesday, February 28th. This briefing will be similar to the Cabinet briefing held earlier this month, with a follow-up briefing of key congressional staff on Thursday, March 1st.

3. SUPER SURROGATES

We have been contacted by President Ford's office regarding his participation in the Speaker's operation. I have made a call to Bob Barrett, his administrative assistant, and he was less than enthusiastic. Enclosed you will find (See Tab E) the correspondence between James A. Baker III and Bob Barrett that I received. Please review and give me your thoughts on whether a call from Senator Laxalt would help the situation.

NOTE: President Ford's first available time would be in the latter part of March - a good time for Michigan, Illinois and the Rocky Mountain states.

Clif White has agreed to develop a list of super surrogates for Senator Laxalt to contact. This list should be completed by Tuesday, February 28 and delivered for Senator Laxalt's review on Wednesday, February 29. I will forward a copy of this list to you with a progress report when it becomes available.

4. ATHLETES FOR REAGAN

Dick Schafrath will meet with Tish on Tuesday, February 21 to finalize the plan for the recruitment and announcement of the Athletes for Reagan-Bush program. Enclosed please find a list of athletes which have already been recruited. (See Tab F) We will also finalize the "Breakfast of Champions" plan for your review and approval by Thursday, February 23.

5. ENTERTAINMENT

A list of potential entertainers for Reagan-Bush was forwarded to Morgan Mason for his review on Wednesday, February 15. We will receive an update report from Morgan on Friday, February 24. Enclosed you will find a copy of the "wish" list forwarded to Morgan.
(See Tab G)

6. WOMEN FOR REAGAN-BUSH

I have met with Sonia Landau, Director of Women for Reagan-Bush, and she is developing a list of speakers for our use, both regionally and nationally. This list will reflect input from Maureen Reagan, Betty Heitman and Sonia. The first draft of this list should be completed by Friday, February 24.

IV. CEO PERSONNEL

Steve Studdert has come aboard and I feel will work out very well. We had a good meeting during which we outlined his role and I think he is happy with the relationship.

Brent Johnson (advanceman) came aboard this week. Patrice Malone (Scheduling) will start February 23 and Anne Coudert (Scheduling) will begin February 27. Joan Wolfe (Speakers) will also begin February 27.

**MEMORANDUM
OF CALL**

Previous editions usable

TO:

SB

☐ YOU WERE CALLED BY ☐ YOU WERE VISITED BY

OF (Organization)

[Signature]

Derwenshe

☐ PLEASE PHONE ☐ FTS ☐ AUTOVON

State 632-9332

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

MESSAGE

*approx re:
Olympic
Mr. [Signature]*

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PRESERVATION COPY

THE WHITE HOUSE
WASHINGTON

January 27, 1984

MEMORANDUM FOR THE ADVANCE STAFF

FROM:

WILLIAM HENKEL

SUBJECT:

More New Procedures

JAB
We shall think
about ER going on
every trip. To the
the least use of
Campaign Director?

Please carefully note the following changes:

- 1) Intergovernmental Greeters - Intergovernmental will continue to submit requests to us for airport/l.z. greeters. Before these are sent to the advancement in the field, their list must be sent to Margaret Tutwiler who will then confer with Ed Rollins for political sign-off.

In the event that political does not sign-off on the Verstandig request, Margaret Tutwiler will advise them directly.

THIS NEW PROCEDURE APPLIES TO BOTH OFFICIAL AND POLITICAL TRIPS.

Please note that the number of greeters at one site will still be limited to a total of six.

- 2) On political trips, Ed Rollins should be in close proximity to The President. Please check this with me, but essentially this will affect motorcades and manifests. On political trips, he will be ranked as if he were still an Assistant to the President (check with Sittmann on each case).

- 3) AF-1/Helicopter Manifests - On political trips from now on, Margaret Tutwiler and Ed Rollins must approve the manifests for AF-1 and the helicopters since Reagan-Bush '84 will be paying for much of the trip.

The Trip Coordinator should assemble all requests for AF-1 and the helicopters and then arrange a meeting with Margaret Tutwiler and Bill Sittmann.

cc: B. Sittmann
M. Tutwiler

01/27/84 12:30 pm

Mr. Deaver

THE WHITE HOUSE
WASHINGTON

December 13, 1983

MEMORANDUM FOR JAMES A. BAKER, III

FROM: MICHAEL K. DEEVER

SUBJECT: Staffing of the Presidential Advance Office

I have recently focused on the staffing requirements of the Advance Office. The following information is provided for your review.

1. Presidential Advance functions will continue to be directed to the maximum extent possible from The White House. This is essential in order to maintain the maximum control and coordination with the Senior Staff and the many White House elements, especially the United States Secret Service and the Military Office. This includes participation in political events by the Campaign Committee Advance Staff.
2. Based on known requirements over the next 6-7 months, however, the ratio of official to political activity is going to be substantially greater in the area of official trips (domestic and international) with political travel increasing in the subsequent 4 month period. (See Attachment A.)
3. The need exists to organize a Campaign Advance Office. However, the bulk of the work flow for the President will remain with The White House Advance Office over the near term. With a basic organization in place at the Campaign, a major portion of their initial Advance requirements could be fulfilled by volunteers, especially for surrogate support.
4. The current Advance Office staffing level is 16; 10 permanent White House Office employees, 1 temporary White House Office (NTE 12/21/83), 2 WAE employees and 3 detailees. For the reasons cited above I recommend, until the mix of political to official activity permits, the Advance Office staff level remain at 16.

5. Workload notwithstanding, there exists a dilemma with respect to WHO personnel. From an appearance standpoint, it is probably undesirable to increase WHO numbers in the Advance Office on the eve of a Campaign. On the other hand, WHO status represents the maximum legal flexibility for doing official, political or mixed trips. Accordingly, while I have held the WHO count to 10, each individual on WHO status will have to perform an active role in hands-on Advance work. Those without external Advance responsibilities will be shifted to other employment status. The Legal Counsel has indicated that logistic support personnel, i.e., trip Coordinators, whose role does not include management of political assets, policy decision-making or general strategic ideas can be shifted to detailee status. Another contingency we have developed is the use of SBA (Service by Agreement) Consultants should the level of travel require. The Counsel's Office opinion (Attachment B) reviews the scope permitted an Advanceman under this concept. Having in place this contingency to secure full-time Advance persons on short notice would provide an extremely flexible tool; however, I don't currently envision needing it. Listed as Attachment C is a monthly cost analysis.

Implementation of this staffing plan would require the following approvals:

To continue the use of 3 temporary personnel whose employment was not originally to exceed 12/21/83. (Should you approve, John Rogers has agreed to work out the details of their continuing employment status.)

Approve _____ Disapprove _____

Approve a stand-by SBA consultant arrangement for up to 3 new advance people, which would involve a contingency payroll of approximately \$37,000 in total.

Approve _____ Disapprove _____

John Rogers is familiar with the content of this memo.

~~OFFICIAL TRAVEL~~ →

POLITICAL

OFFICIAL

POLITICAL TRAVEL - 2

POLITICAL STOPS SUMMIT READY

CHINA

54444444

064M9125

CONVENTION

SEWARD	NYC	IND	PRE - ADV
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51703

CHINA
PRE ADV
BUREAU -
LAS VEGAS
ZMOO
VISIT

[illegible]

THE WHITE HOUSE

WASHINGTON

November 29, 1983

MEMORANDUM FOR WILLIAM HENKEL
SPECIAL ASSISTANT TO THE PRESIDENT, AND
DIRECTOR OF PRESIDENTIAL ADVANCE

FROM: FRED F. FIELDING
COUNSEL TO THE PRESIDENT

SUBJECT: Use of Service By Agreement Experts and
Consultants as White House Advance Staff

This will respond to your request for guidance as to whether Service By Agreement ("SBA") experts and consultants may be hired by the White House Office to perform advance functions.

Pursuant to 3 U.S.C. § 105(c) and 5 U.S.C. § 3109(b) the President has the authority to procure for the White House Office the temporary or intermittent services of experts and consultants. Such consultants are typically known as "SBA Consultants" and are paid for their services from the appropriations of the White House Office. There is no statutory restriction to the type of work which may be performed by SBA consultants, however, OPM regulations prohibit the use of such individuals to perform a full-time continuous job for an agency.

The actual status of SBA consultants or experts as Federal "employees" may be arguable; however, if such individuals are characterized as Federal employees, they would not be subject to the restrictions of the Hatch Act (5 U.S.C. §§ 7321-7327) because they are paid from White House Office appropriations. See 5 U.S.C. § 7324(d) (1).

Accordingly, SBA consultants or experts may be used by the White House Office to perform intermittent services as Advance staff, and such experts would not be precluded from performing advance functions on mixed (i.e., official and political) Presidential trips.

PAY SCHEDULE FOR SHORT-TERM SBA CONTRACTS

Annual Salary Rate

weeks on payroll	\$40,000/year			\$45,000/year			\$50,000/year		
	number of personnel			number of personnel			number of personnel		
	1	2	3	1	2	3	1	2	3
2	1,542	3,084	4,627	1,730	3,461	5,192	1,923	3,846	5,769
4	3,084	6,169	9,254	3,461	6,923	10,384	3,846	7,692	11,538
6	4,627	9,254	13,882	5,192	10,384	15,576	5,769	11,538	17,307
8	6,169	12,339	18,509	6,923	13,846	20,769	7,692	15,384	23,076
10	7,712	15,424	23,136	8,653	17,307	25,961	9,615	19,230	28,846
12	9,254	18,509	27,764	10,384	20,769	31,153	11,538	23,076	34,615
14	10,797	21,594	32,391	12,115	24,230	36,346	13,461	26,923	40,384
16	12,339	24,679	37,019	13,846	27,692	41,538	15,384	30,769	46,153
18	13,882	27,764	41,646	15,576	31,153	46,730	17,307	34,615	51,923
20	15,424	30,849	46,273	17,307	34,615	51,923	19,230	38,461	57,692
22	16,967	33,934	50,901	19,038	38,076	57,115	21,153	42,307	63,461
24	18,509	37,019	55,529	20,769	41,538	62,307	23,076	46,153	69,230
26	20,051	39,999	60,000	22,499	44,999	67,499	24,999	49,999	75,000
28	21,594	43,188	64,783	24,230	48,461	72,692	26,923	53,846	80,769
30	23,136	46,273	69,410	25,961	51,923	77,884	28,846	57,692	86,538

NOTE: Assuming, as an example, that 3 SBA contracts were issued at an average annual salary rate of \$45,000 per year, the total cost for the March 1/June 15 period would be \$36,346.

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MICHAEL MCMANUS TO M. DEAVER (PAGE 3, PARTIAL)			

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B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]

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B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]

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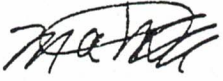
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THE WHITE HOUSE

WASHINGTON

July 23, 1982

MEMORANDUM FOR Michael K. Deaver

FROM: Michael A. McManus, Jr. 

In the month that has passed since our return from Europe I have had the opportunity to make a number of observations which I pass on to you for your consideration together with a number of other recommendations.

1. Advance Office: We have discussed this a number of times and now with Bill Henkel on board we will begin to take action. Steve Studdert agrees that organization and administration are primary problems and I have asked Bill to look into these areas. The office needs a strong administrative person who will not travel and I propose to fill one of the open slots with such a person. As you know, Lanny Wiles, Bob Gubitosi and Marty Frucci are gone and we need to fill these slots to avoid burning out the remaining staff. Also, I think it is important that the advance people become more expert in a specific area. The press briefing after Europe indicated that the press would agree with this. I've asked Bill to look at the possibility of splitting the staff into staff advance and press advance people. The European trip also demonstrates the need for more uniformity in the advance operations and I have asked Bill to draft an Advance Manual, check list system, and Office Manual to address this issue. The new organization proposal and an Office Manual in draft form should be available by August 2. We will also be working with Bill Verity and other CEOs to develop a group of approximately 50 new volunteer advance types who we will train with these new materials. I will submit a proposed budget for this to you in the near future.

2. Scheduling Office: I've asked Bill Sadleir to make a proposal to me on a program to implement our change to more creative scheduling. I have suggested to him that closer coordination and cooperation between the scheduling, advance, and political operations be a fundamental part of this program. We will also be looking for a way to make the long range scheduling meetings more productive and a better utilization of your time.

3. Weekly Meetings: I would suggest that we plan on once a week meetings between you, Bill and me to coordinate our efforts for you.

4. Manifests: Manifest clearances are continually a problem in getting schedules out on time. I suggest that a memo be sent from you to all Assistant's to the President requesting that they submit to the Advance Office the names of all those persons they would propose to have travel with the President no later than four days before a trip. The Advance Office would then have the responsibility to put together a draft manifest and submit it to Bill Sittmann three days before the trip. There will always be last minute changes but this should keep them to a minimum. A draft of such a memo is attached.

5. Friday Lunch Group: This group can be very productive but appears to be short on follow up. I would be willing to take notes and follow up on action items if you think this would be helpful. In addition, I would suggest the agenda be distributed on Friday morning, instead of at the lunch, to give people a chance to focus on agenda items in advance.

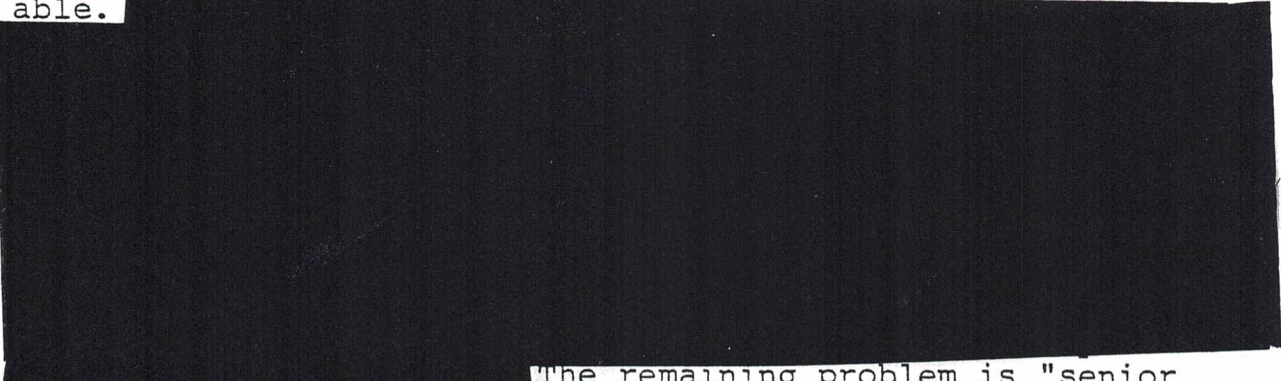
6. Campaign 84: We are continually knocked by the political pundits who point to weaknesses in the Administration and the 82 Campaign because of their perception that the President won't run for re-election in 84. I suggest that we counter this without committing to run by setting up a preliminary campaign office. The function of the office would primarily be to accumulate information from the 82 Campaign that could be most valuable in 84. This information would include poll data, names of key people, support group information, and events to revisit in 84. The information would be valuable in any case but the existence of even a low profile office may be helpful to our credibility.

7. Cabinet and Other Surrogate Scheduling: From the best information I can gather, the scheduling of Cabinet Officers and other surrogates is done on the basis of their own events or events which the President can not attend. Unfortunately, this does not necessarily put them in the media markets we may wish to hit, nor does it assure a message consistent with current goals. I suggest that we develop a system of cooperation and coordination between the Scheduling Office and Surrogate Scheduling so that we can create events in markets we wish to hit which would be assigned to appropriate Cabinet Officers. These created events would assure consistency with the goals and objectives of the President's schedule instead of the conflict or inconsistency we sometimes see under the present system.

8. Trip Meetings: I want to institute a system of trip meetings which would take place once we have agreed upon a particular Presidential visit and the pre-advance has been completed. The purpose of the meeting would be to explain the trip concept and goals to the various offices involved i.e. speechwriters, legislative, public liaison, communications, etc. All of these operations would then have an agreed upon deadline for input, requests for events and manifest additions. The meeting would be run in conjunction with the Scheduling and Advance offices.

9. Motorcades: Motorcades continue to be a source of complaints and questions. The fundamental question is whether a motorcade should be purely functional. I believe it should be and that it should remain purely a means of transporting people. This means that the core group of vehicles are assigned to those that have a motorcade, event, or Presidential travel function. Other senior staff and guests should be assigned to cars or vans depending upon the allowable size of the motorcade and the vehicles available.

b(7)(e)



The remaining problem is "senior staff" who complain about being transported in vans or not in order of seniority. I would suggest that we issue a memo explaining the functional nature of a motorcade and that traveling staff will be provided transportation in either cars or vans depending on a variety of circumstances. Staff transportation in cars however should be on a seniority basis after the secure package vehicles.

10. Economic Summit: With the beginning of planning for the Economic Summit in June 83, I believe we need to sit down with a small group to decide on the organization, general goals and size of such a meeting. Early answers to some of these questions will prove helpful in picking a site organizing meetings with some of the other necessary components in such a meeting and let everyone know early on who will be in charge. My recommendation would be that I be the overall coordinator reporting to you as the person with the ultimate responsibility. Depending on the site location the people with various on-site responsibility would report to me. I would be responsible for keeping you up to date on all progress and problems. The organization should be announced to State, Treasury, other components and the participating countries as soon as possible so that contacts can be made with all groups.

11. East Room Events: The last East Room event I attended, the Ski Team - Davis Cup Reception, indicated that the Advance Office should assign one person to those events. The President was not properly briefed and the event did not go smoothly. Social aides are not able to make those events flow properly and advance office involvement would upgrade the result for the President.
12. Meetings With The Press: The Tom DeFrank meeting on the European Trip pointed out the value of continuing these meetings on a somewhat regular basis. I would suggest that Gergen, Speakes, and I meet with some representative of the press on a monthly basis to discuss trips and any press problems or suggestions.
13. Director of Advance: I know we have been working on a consultancy arrangement and a subsequent change in the Director of Advance. This needs to be done quickly to avoid morale problems and to put a new system into place quickly. I have avoided confrontations on problems with the advance in the interest of a smooth transition. The sooner this can be done, the better.
14. Senior Staff Meetings: The minor problems we faced with the organization of the CBI events pointed out the problems with follow-up on matters discussed at the senior staff meetings. I would suggest that I be included in these morning sessions as the representative of both the Scheduling and Advance Offices.
15. Trip Evaluation: I would like to initiate a system of trip evaluations or critiques whereby I would have the Advance, Press, Political, Military, and Legislative Offices send me a brief report upon the completion of each Presidential trip. The reports would be the basis of evaluating the trip, dealing with any problems and discussing necessary improvements in our system.

THE WHITE HOUSE
WASHINGTON

July 30, 1982

MEMORANDUM FOR ALL WHITE HOUSE STAFF

FROM: MICHAEL K. DEAVER
SUBJECT: Presidential Travel

In order to more fully accommodate those whose responsibilities necessitate their participation on Presidential trips, it is necessary that the following procedure be observed.

Requests to be manifested on Air Force One and/or lodging requirements shall be submitted:

- In writing.
- To the Advance Office.
- At the earliest time but not later than 72 hours prior to the President's scheduled departure.
- By the appropriate Assistant to the President or Office Director.

Your cooperation is appreciated.