

Ronald Reagan Presidential Library  
Digital Library Collections

---

This is a PDF of a folder from our textual  
collections.

---

**Collection: Deaver, Michael**  
**Folder Title: Office Press 1981-1982**  
**[March -1983] (7)**  
**Box: 48**

---

To see more digitized collections  
visit: <https://reaganlibrary.gov/archives/digital-library>

To see all Ronald Reagan Presidential Library inventories  
visit: <https://reaganlibrary.gov/document-collection>

Contact a reference archivist at: [reagan.library@nara.gov](mailto:reagan.library@nara.gov)

Citation Guidelines: <https://reaganlibrary.gov/citing>

National Archives

Catalogue: <https://catalog.archives.gov/>

# WITHDRAWAL SHEET

## Ronald Reagan Library

**Collection Name** DEAVER, MICHAEL: FILES

**Withdrawer**

KDB 8/16/2011

**File Folder** OFFICE PRESS 1981-1982 [- MARCH 1983] (7)

**FOIA**

F97-0066/19

**Box Number** 50

COHEN, D

123

DOC NO	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
1	REPORT	RE ADVANCE TEAM STAFFS	7	ND	B6

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

- B-1 National security classified information [(b)(1) of the FOIA]
- B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- B-3 Release would violate a Federal statute [(b)(3) of the FOIA]
- B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

# The Day They Stop Returning Your Calls

by Doug Bandow

*Editor's note: Whenever there is a change of personnel at the upper levels of government, something happens that few people outside of government understand. The unknown impact is on the departing official's subordinates, and on what they do—or don't do—all day as a result of the change. The following article illustrates that impact, and reflects on the attitudes and values often brought to government service.*

---

On May 14, 1982, I left the White House staff, where I served as a special assistant to the President under then-domestic policy adviser Martin Anderson in the Office of Policy Development (OPD). Anderson's decision to leave caused significant uncertainty and bureaucratic maneuvering, the flavor of which I attempted to capture in the following excerpts from the journal that I kept.

Wednesday, February 3. A number of signs over the last couple of weeks suggest that Marty [Anderson] is preparing to leave.

Spent a lot of the day checking new rumors, including one that Annelise [Marty's wife, currently an associate program director at OMB] is looking around outside government. That is likely only if Marty is planning on leaving.

As I got home, the phone was ringing. It was Marty, to tell me that tomorrow he will announce his resignation. He will talk with me and Kevin [my closest co-worker] tomorrow morning to see what we want to do.

Left me feeling the sort of uncertainty that some of my friends in other agencies, such as the NSC [National Security Council], have been feeling. What will I be doing in two months? How will my

position change? Will decisions on issues worsen?

Thursday, February 4. Story in *The Washington Post*. He must have leaked his own story. I will start getting phone calls early.

As Kevin and I walked to our office, we saw an aide to Ed Meese, who asked how we were doing. Kevin said, "What can one say on such a morning." The aide replied, "Slit your throat." Not the best way to start out this morning.

A couple of OPD staffers were standing in the hallway as I entered my office looking downcast and unsure. I already had my first message, and it wasn't even 8:00. I called a friend at the Heritage Foundation to ask her about job opportunities.

Talked with a number of White House staffers; and rumor is that Ed Harper [deputy director of OMB] is to take Marty's place. Then went over to West Wing and talked with Barb Honegger [Marty's assistant]. She plans on staying. I then talked with Marty; he thought that if I wanted to stay, I'd be happy with the setup.

Day consisted mostly of taking phone calls from people who wondered about my, Marty's, and administration's future. Didn't do much work—finding out latest rumors was more important.

Talked with a conservative friend. He asked if we were "hanging out the black crepe yet."

---

*Doug Bandow is the editor of Inquiry magazine.*

A colleague at the State Department called. He was interested in pushing for a White House special adviser on ocean policy and thought of me. Said they could drum up a lot of congressional and industry support for it. I thanked her, but said the issue area didn't excite me for full-time work.

One friend in town called and asked if this change meant that he couldn't eat at the White House mess any more. Hah, hah. Can't say that I find it very funny.

No work being done by anyone in OPD that I could tell today. Everyone questioning the future. But I feel particularly naked, having worked directly for Marty. The vultures will be coming.

Friday, February 5. On the way in Kevin said he talked with Ed Gray [director of OPD under Marty] yesterday. Ed is not yet sure of his plans.

Talked with one OPD person, who had worked with Harper in the Nixon administration, who said she didn't think he would take it. Then called by a colleague in OMB, who said that Harper had accepted, and the press release was being drafted. Damn. I wandered off to spread the news.

Flipped through my Rolodex pulling out cards for people to call about potential jobs. Then started down the lengthy list.

Had lunch with a reporter at Maison Blanche. These nice lunches on someone else's expense account may be coming to an end.

Frayda [my research assistant] talked with some of the people at State. They think they might be able to work something out for her.

Heard that Gray's assistant held up distribution of the press release on Harper to OPD staffers because she thought it was critical of the current staff. How silly. Immediately went off to track it down.

Everyone is desperate for information. Spent almost four hours on the phone today. Virtually no work was done—but Marty and Gray didn't seem to notice.

Monday, February 8. Wandered by to talk to Ronald Frankum [Gray's deputy]. He may go to State, and is also exploring private sector opportunities. He thinks Harper will clean house. Frankum was not wearing a suit—in fact, hasn't since the decision was announced.

Then went by to talk with Ed [Gray]. He was looking at the "plum book" when I dropped by. He'd made no decision, though had a number of possibilities. He felt he couldn't stay in his position.

Went back to my office. As I walked by open offices of OPD, no one seemed to be doing much of anything.

Called Marty's assistant to see when I should drop by to talk with him. Nothing on his schedule, so went by to see him. He was in a very relaxed mood. Not surprisingly, he offered little hope of something else in another part of the White House. He did not attempt to dissuade me from leaving.

Talked with one OPD staffer who's very worried. I told him supposedly no wholesale changes planned. It makes sense for Harper to wait to see who leaves.

Tuesday, February 9. On way back from lunch, ran into David Gergen [communications director] in front of the White House. He asked what I planned on doing, asked me to talk with him before I decided to leave. Said I would.

Frayda talked with some people and was told that Harper supposedly bringing in a deputy from California.

An OMB person came by and asked if I had thought about doing job of associate program director for the health and human services area. Billions of dollars to monitor, and 57 to 60 professional staff. I said I would be very interested.

Wednesday, February 10. Talked with an OPD staffer. One rumor is that Ed Gray may keep his office doing something else. But another person said Ed just sent over a bunch of things for framing, as if he was getting ready to leave.

Over to West Wing and talked with Barb. Marty to make her a presidentially commissioned officer. Talked with another aide who called. Said nothing decided, and called this place "piranha heaven."

Later talked with a couple friends who hadn't even heard about Marty's decision. What a different world we all live in.

To lighten the atmosphere, Frayda put out a list of suggested rumors. Most are as valid as what we've been hearing.

Thursday, February 11. Word came around that Harper wanted all of our resumes. Did it up and left it with the OPD administrative person. Her desk was covered with resumes, and hers was in the typewriter.

As left for the evening, ran into the OMB staffer who'd asked me about the associate program directorship. They talked with Stockman a half hour before, and he felt I was too young. But he is interested in having me at OMB.

Friday, February 12. Gray came by the office suite and, despite the cold weather, took Kevin out on

the balcony for a talk. A job, maybe? Kevin later told us that Gray just patted him on the back and said everything would be OK. They went outside in the cold for that? We're all very suspicious.

Called Meese's office to make appointment to talk on job opportunities. Went by West Wing to see Gray. Asked if he had found anything—he said not yet. Asked if a possibility around here. He said yes, should find out next week. Is playing cards close to his chest.

Had lunch with friend from Labor Department. I got him worried when I mentioned that Donovan was in some trouble. Thought everyone was aware of that.

**Wednesday, February 17.** Talked with OPD staffer who talked with Harper yesterday. Harper said major changes are coming in the way policy decided.

Several of us laughed over a colleague in OPD who yesterday said he "didn't have time" to keep up with some magazines. What else was there to do?

**Friday, February 19.** Went by for Harper meeting. Canceled—Emily forgot to call me. She asked if I'd be in tomorrow. Said no. She'll call me on Monday. I don't plan on coming in on Saturday for that, and feel no desire to try to impress him with my dedication.

**Monday, February 22.** Talked with one of my OPD colleagues who met with Harper. This person first said he wouldn't work for Harper. Now he says he will see if he can stay. His mortgage payment must be getting to him.

Meeting with Harper was reset for today. He was cordial and reassuring, but also fairly uninformative. We discussed different issue areas for me.

He also asked me my plans. He said he hopes I'd stay on; he thought I'd made valuable contribution. But he understands people wanting to leave, and is willing to write a recommendation to help. I felt a bit reassured.

**Thursday, February 25.** On way in, Kevin said Frayda talked with Emily [Harper's assistant]. She said she couldn't figure out what our office did. Wonderful. Also, floor plans being readied—we are undoubtedly about to be kicked out. Oh well.

Later told by a friend that one high-ranking assistant to the President on the "Baker side" of the White House, was heard to say that several people no longer belong in OPD, including the current director and deputy director, Kevin

and myself. Rather chilling. But frankly true.

Went to Marty's going away party. The latest rumor is that Roger Porter [then in charge of economic affairs] is to be Harper's deputy. Kevin said it fits; Porter was talking with Emily late yesterday. Funny—lots of people crowding around to talk with Emily. The new conduit to power. Some getting their photo taken with her. A little much.

**Friday, February 26.** Final day of Anderson era. Spent much of day calling around to give away tickets to the Kennedy Center. Virtually no work to do.

Newest rumor circulating is that Ed Gray is getting what he wanted—the Office of Policy Information.

Had final party for Anderson's immediate staff. Ed Gray then asked me into his office to talk. He said Marty had said I'd had a nice offer; if he'd thought I'd stay, he would want me working with his team. I said I appreciated that, though noted that nothing was final. He seemed uninterested in my caveat that it wasn't final; he moved off in other direction when I mentioned it. I understand that he may not want to or may not be able to, make me an offer. But I'd like him to say so. It hurts: I really don't want the job, since I don't want to be shunted aside in a backwater office, but I do want the offer.

Finally went to TGIF for OPD staff. Asked Dennis Kass [a Harper protege currently on OPD staff] about the rumored change for him, which he denied. Also heard that Porter was asked on the rumor earlier today, and had refused to talk about it. So probably true.

**Monday, March 1.** The New Order has arrived. Went over to the West Wing to check on the new arrangements. Marty's old office area in transition. Barb outside another set of offices, and Marty's other assistant was packing up boxes of old files. He didn't know his situation.

Porter came out of Harper's office and asked to see Gray. They said he was on the phone, and asked if Porter could wait a couple minutes. There was a perceptible pause before Porter said okay. The new power relationship; probably the last time Porter will wait for Gray.

Went back to my office. An OPD staffer told me that he had heard of list of people to be fired or transferred. Frayda and I were among the half-dozen to be fired; another was to be transferred to Office of Public Liaison.

I was stunned. Talked with Frayda, and her reaction was "we've been conned." If it is true, it is so outrageous—such lies. They could have been

more honest with me. Went off to talk with close friend for advice. My initial reaction is to confront Harper with rumor, preempt him. But after hearing we'd have at least 60 days, I cooled down, rethought my strategy.

Went to OPD staff meeting. Porter to be director of OPD. A number of people becoming assistant directors of OPD—a title Marty discarded because the office doesn't direct anything. Some to do "special projects"; obviously a graveyard, as these people were on the list I was told about this morning. No one listed for a strategic planning project that Harper had told me was so important in the next two months. I'm to report to Uhlmann [legal affairs], and do Law of the Sea. Apparently nothing else. And now a couple layers below where I used to be.

Into question period. A couple people rather obviously playing up to Harper—"you're absolutely right, in my opinion." Hard to stomach. One staff member even asked to have copy of Harper's schedule each day to help better serve him.

After the meeting went up to talk with Barb [formerly Marty's assistant], who was not mentioned at the meeting. As I went up the steps, one person, who had continually rejected the idea of working for Kass when the rumor circulated of his taking over OPD, smilingly congratulated Kass on his promotion, saying it was "long overdue." So political. Barb said she was probably going to the Justice Department; apparently gone are her dreams of being a presidentially commissioned officer.

Went back to my office and discussed the meeting with Frayda and others. I'm becoming paranoid. While at the staff meeting, I thought that they could be starting firing rumors to get us to quit if they feel they really can't fire us because of political constraints.

**Realized I'd miss use of government car.  
Nice way to travel.**

Barb called—she needs help in moving offices. Last week she could have gotten a half-dozen people from GSA.

Helped Barb move. She noted that people she's worked with in the past now talk to her differently—almost as if she's not there. Of course, the part of her representing the assistant to the President is no longer there. Talked with an OPD secretary who's paranoid too. Said not to

discuss her job opportunity, she's at mercy of others.

Porter's office called me to meet with him. His staff now much more important, and acts so. Porter went into an extensive discussion of the need for cutbacks, and he wants to check my needs: Do we need two people working on Law of the Sea? Rather brutal. He said no decisions had been made; to talk with everyone first. But I'm the first one called in: the message is clear. He laced his conversation with "Ed Harper thinks this, and Ed thinks that." The White House game of grabbing on to the coattails of the people above you.

Later talked with staffer who said that I couldn't expect my office to sit for two months while I'm up in New York for LOS. Asked if he'd heard specifics on it. He said no, but he didn't sound real convincing.

Feel a real vortex of emotions. In earlier meeting with Harper, he said he was willing to write recommendations if I wanted to leave, but that he hoped I'd stay on. Was the first a hint, and the second for show? I wouldn't mind so much if he simply said he wanted his own team.

**Found calendar of events going to everyone in OPD as "FYI." Everyone, that is, except me.**

Tuesday, March 2. Frayda attended OPD staff support meeting. Was full of euphemisms. She talked with one of the people on "the list" after the meeting, who thought everything would work out: if she only knew. Also, OPD is to have new form book, with memos to be "clean, crisp, freshly laundered." Urp. Form over substance.

Wednesday, March 3. Day not terribly eventful. Just twisting slowly, slowly in the wind.

Went by to see one former high-ranking OPD staffer who felt he had been screwed; wasted three weeks while he felt he might have a role. I noted my limited duties; he said, "They're sending you a signal." He said they gave the message in an unmistakable way to several people on Monday. Later talked with another staffer who felt misled by Harper. Said he felt like slugging him.

I decided to see Porter tomorrow and essentially say let's make it smooth on both sides. In particular, I'd like a commitment on keeping my office. What a thing to be worried about. But it has such symbolic importance.

Over to West Wing to get Ed Gray's signature on last photo of OPD staff meeting. We talked about newspaper articles and critical comments from unnamed White House sources—"snipers in the dark."

Talked with OMB staffer. Asked me if I was overreacting. I could be wrong, but real sense that they want to get rid of me. These doubts about people's motivations are so frustrating. Am I wrong?

Thursday, March 4. Talked with Porter on various things, including Frayda. He said he would help if he could. Of course—anything to get rid of her.

I also noted need to return to Washington for appointment with Meese next week. It caught his interest, as I thought it would. I'll bet he thinks any contact between us is a threat. Or at very least bucks his treasured bureaucratic order.

Also, said as soon as I tied down my outside job—assuming no hang-ups—I would give them the date to smooth my departure for them. In turn, hoped they could smooth way for me, including my keeping my office, as probably won't be there much longer than the 60 days they mentioned. He said he saw no real problem.

Later talked with people over newest memo from on high, requesting that Harper's schedule not be given to the press. We had good laugh over the whole thing. Marty was never pretentious enough to send out his schedule, let alone request that staffers not hand it out. There is good reason not to give it to the press, of course. But why we need to know who Harper is having lunch with is beyond me.

Friday, March 5. At lunch talked about couple former OPD people who are hanging on to "serve the President." Yes, but also to keep perks, position, and salary.

As was leaving for home, ran into someone who has shifted to work for Harper. Said they had always liked him, and that he was so intelligent. I felt like puking. Where is people's pride?

Home. Beginning to look forward to next seven weeks in New York. Get away from all this.

Saturday, March 6. Went into office to talk with OMB official on possible job.

Checked mail and found copy of calendar of events being sent to Kevin, and going to everyone in OPD as "FYI." Everyone, that is, except me. It took them real effort not to check my name.

Monday, March 8. Into office, and showed memo cover sheet to Kevin, Frayda, and others. Every-

one had a good laugh. Just so cold and unnecessary: I've got the message.

Packed up in office, and left for New York.

Called by Uhlmann [my new boss] at the U.S. Mission. Harper called him, and wants me to go to Military Manpower Task Force meeting on Wednesday. Interesting. I have expertise that Harper must rely upon, but he doesn't call me. He calls Uhlmann, and Uhlmann calls me. The new bureaucratic order.

Wednesday, March 10. Back to D.C. As rode from airport to White House in government car, realized how much I'd miss use of the cars. A nice way to travel.

In a rather irritable mood, which Frayda noticed. Shouldn't feel sorry for myself, as got here through politics, leaving through politics. But, I'm frustrated I'm not leaving when I wanted to, nor in the way I wanted. Why can't they just be upfront about that?

Met with Ed Meese. After some talk on Law of the Sea, I told him I felt wouldn't be a place for me in OPD after reorganization was complete. He said that he thought there would be. Harper was "high" on me. Meese said he hoped I would stay on—felt I was valuable member of Reagan team. I asked him if he had anything open on his staff. He said no, but if anything opened up, he'd keep me in mind. I said I'd think it over.

Totally unexpected. Knocked out my agenda for the meeting and had me more confused than ever. Am I paranoid? Yet come back to the list. And of course Harper would tell Ed that. Yet would he fib so blatantly?

Went to lunch with classmate from Stanford and spent virtually entire lunch discussing my status. Went over whole sequence of events and he believes my inferences on being forced out are correct.

Later talked with friend on staff about Meese meeting. He felt my intuition was right: Ed Meese simply "doesn't realize" what's going on—has to rely on others for information. Another staffer also thought that the reality was clear, whatever Ed [Meese] thought.

Thursday, March 18. Back to D.C. I spent afternoon talking with different people, about my earlier meeting with Meese. One said he had talked with Meese aide to clear the air. They had no idea he was unhappy. He agreed there was no future for me in policy division at White House, and that I'm not being paranoid. Harper has a problem: can't get rid of too many people too soon, or will have a stink. Almost had trouble as it was.

Wednesday, March 24. Talked with Kevin's assistant in the morning. A red tag item there—I'm to prepare a memo for him to send to Weinberger.

I called Harper, and said that I would have problems doing it, as I am here [New York], and it is there. He said, with more than a little asperity, that I could figure out how to carry out my responsibility. His tone rekindled my negative feeling towards him, and I pointed out that I had no materials or records here, and that I no longer had an assistant—because she had accelerated her job search after my talk with Porter. I mentioned she was detailed to State, and he wanted to know when she'd be off the payroll. His only interest in her is when she's gone—what a turkey. He said that if I needed to return to D.C., OK.

Returned to D.C.

Thursday, March 25. Talked with OPD staffer who said I should be aware that Porter has used what I'd said as an excuse. They said that Porter seemed single-minded in getting specific people off the payroll, irrespective of any problems they might be having. I commented that I should tell Porter that I'd decided to heed Meese's advice of two weeks ago, and stay. I'd love to see his reaction.

Thursday, April 1. *Inquiry* magazine job set.

Saturday, April 3. Typed up resignation memo to Harper and Porter. Short, with no mush, as I feel none for them. Made some copies, which I'm going to send to people like Ed Gray and Ed Meese. Will mail theirs before I mail originals to Harper and Porter, to let the people I regard as friends know first.

**Meese said he hoped I would stay on—felt I was a valuable member of the Reagan team.**

Monday, April 5. Had to return to Washington for LOS meeting.

Ran into person in other part of White House. He said that Baker side of the White House really seems to have it in for Gray and Frankum. A Baker aide supposedly has joked about how long Frankum will last without his perks. I said that is why I was leaving—I saw the handwriting on the

wall. He said you couldn't miss it.

Thursday, April 15. Back to D.C. Fulsome letters on desk from Harper and Porter.

Friday, April 16. Met with Ed Meese. He'd heard I was leaving, said if I changed my mind, to let him know, and he'd see if could work something out. Then we discussed LOS, and met with a number of other people on it.

Later summoned by Porter. He said renovation of one of the offices is moving faster than had been expected, so they will have to move that occupant. He had thought wouldn't have to do till after I left. But things are really tight, so. . . . He said my stuff wouldn't have to go out of the building. Some favor. Of course there's room; the building is enormous. Guess I should be thankful for small favors. Feel numb—so totally screwed. He may have genuine problems, but I feel so humiliated.

Before I left, I put a memo in inter-office mail for Porter, to tell him an op-ed piece of mine on the draft is to run in *The New York Times* on Monday. I don't think he'll like it, but I got Marty's permission before he left. I figure Porter won't get the memo till Monday, which is too late for him to do anything about it. But if he complains, I can point out that the memo is dated the week before. Bureaucrat to bureaucrat, with love.

Tuesday, April 20. In D.C. on LOS matters, with four meetings and three memos.

I did get frustrated—neither Porter nor Harper commented on my draft article. I rather liked the idea of them being irritated.

Harper looking for a replacement for me. Started me wondering if I misjudged Harper on wanting to get rid of me. Probably not. But Why?

Back to New York. Looked at latest White House phone directory. Found out I am now a deputy assistant director of OPD for legal policy! Kind of a nice ring to it, even though it is really a demotion, since I go up less than others. One of the silly titles which Marty had abolished.

Sunday, April 25. I heard through the grapevine that Porter was really pissed off about goodbye letter I sent him. He apparently was angered that I didn't put in his full title in the heading at the top of the page, and didn't favorably mention him in it. How arrogant. I didn't say I'd enjoyed working with him because I'd neither worked with him nor particularly enjoyed our contact. Perhaps I should have addressed him as God.

Later, talked with other staffer. Wondered if we'd played into Porter's hands.

Monday, April 26. Found out my stuff is sitting in vacant office in OPD. Office situation seems a bit less tight than Porter had said. Just rubbing salt in wounds.

Monday, May 3. Back in D.C. after end of conference. Was called at home by friend who had tried to contact me on Friday, but the White House signal office said my name was deleted. He hoped I was still on the payroll. So do I. Called signal office; they have my name as departing the staff. I told them yes, but not yet.

Into the office, but might as well not have. The office manager had yet to find an office for me; she said she had hoped I wouldn't be coming in. Gee thanks. I'm merely an inconvenience to them now.

Turns out the White House switchboard also has my name crossed off. I called them. Is getting rather humiliating; someone is overanxious.

For first time since we began working here, Kevin is getting more mail than me. Virtually no business crosses my desk anymore.

**A friend tried me through the White House operator, and was told I was no longer there. How much more is this going to happen?**

Tuesday, May 4. Kicked someone who is also leaving OPD out of his office. His bad luck is that he is lower on the status level than me. Feel like a vulture fighting over the last piece of rotten carrion.

Wednesday, May 5. On way in, heard on news that administration to impose sugar import quotas. Another sell-out. At least soon I won't feel responsible for this kind of garbage. So terrible and unnecessary.

When parked, I noticed that one of people who was promoted now has former Deputy Director Frankum's spot. The new order.

Frustrating. Can't even use my office equipment, which someone else has taken. Would help everyone if I disappeared. Almost too much—the office manager later told me I might get moved again. I'm just a relic in the way.

Thursday, May 6. Spent time clearing out and did exit interview with archives people.

A friend tried me through the White House operator and was told I was no longer there. How many more times is this going to happen? Called them again.

Tuesday, May 11. Attended my first and last Harper OPD staff meeting. Harper noted my departure and said nice things about me. But what really stuck out to me was his comment that he had relied on me in the transition. One of those polite fibs. He'd been obnoxious then, so I'd tried to avoid him.

Later talked with friend in other part of White House. We discussed personalities. He noted that some people, such as some of the Baker crowd were the type of people who would do very well in the Kremlin: They would just tap into the power lines. Harsh, though probably true.

Thursday, May 13. A friend of mine who'd left OPD left a note on my desk: "Doug: We're counting the days!!—Ed and Roger." Funny.

Started saying goodbyes. Talked with one frustrated staffer, who noted with some asperity that loyalty to Reagan didn't seem to mean much anymore. He also had no knowledge of why Harper and Porter wanted to get rid of me.

The bureaucracy still marches on. I'm still getting notices for meetings of working groups at Interior and Defense. Wonder how long it will take the system to realize that I'm gone.

Friday, May 14. Really feel nothing at all.

First call in was from assistant secretary of state whom I'd dealt with on LOS. Facing very difficult confirmation hearings and desperate for help. Shows how weak his position is—having to rely on someone who is serving his last day!

Some friends held informal going-away party for me. They didn't invite Harper or Porter, but one of the other guests felt it was bad political form not to, so he invited Harper. What do I care?

Still have to check out, so haven't felt the full impact yet.

Tuesday, May 18. Back to White House for last official duty—getting the necessary 16 signatures on my "check-out form" certifying that I've completed all the security and other bureaucratic requirements. The final act was getting holes punched in my ID. On way in I already felt like an outsider.

Wednesday, May 26. Took Reagan bumper stickers off my car. End of three-year association with Reagan. ■

9-16

# Newsweek

1750 PENNSYLVANIA AVENUE, N. W. SUITE 1220, WASHINGTON, D. C. 20006

*L. Speakes*  
*gergen*  
*2*

Mel Elfin  
Washington Bureau Chief  
(202) ~~393-3300~~ 626-2015

September 14, 1982

Mr. Michael Deaver  
Assistant to the President  
The White House  
1600 Pennsylvania Avenue, N.W.  
Washington, D.C.

Dear Mike,

On behalf of the editors of Newsweek, I would like to make a formal request for an on-the-record interview with President Reagan immediately after the November mid-term election. What we have in mind is a wide-ranging discussion, perhaps on either November 4 or November 5, in which the President would be asked to comment on the results of the elections, to survey the accomplishments of his administration as it approaches mid-term and to look ahead to what he envisions for the nation in both foreign and domestic policy in 1983 and 1984. We estimate that we probably would need at least 40 minutes of the President's time. If our request were to be approved, Newsweek's new editor, Mr. William Broyles, would, of course, be joining us for the interview.

Newsweek remains respectfully aware of all the many demands on the President's time and, as you know, we have kept requests like this to an absolute minimum. Therefore, we are hopeful that this proposal will meet with a positive response. Looking forward to hearing from you soon, I remain.

Sincerely,

*Mel Elfin*  
Mel Elfin  
Bureau Chief

THE WHITE HOUSE

WASHINGTON

September 8, 1982

*file*

MEMORANDUM FOR Michael K. Deaver

FROM: Michael A. McManus, Jr. *makmjr*

During the President's audio/visual check last Wednesday night at NBC Burbank an inadvertant feed of both picture and sound was transmitted to the Press Room. This could have been an embarassment of greater proportion although it was mentioned on Reuters and by Lou Cannon.

I have discussed this matter with Bill Carruthers who assures me that he had a clear understanding with the KNBC Program Director that the President's audio and video were to be restricted at that time to Studio and Control Room monitors only.

I understand that this problem has occurred at least one other time in the past. The problem arises from the fact that we do not control the feed from the control room and have to rely on the network working the coverage to follow our directions.

Nevertheless, we can avoid the problem in the future by the following recommended procedures:

1. The President should make himself available for visual check only.
2. The senior WHCA person on site should perform the audio check for the Pool and should not place the microphone on or near the President until just before he is to go on the air.
3. Should the President wish to read through teleprompter copy in studio or in the Oval Office, he can do so without a microphone.
4. When at all possible we should have a representative of the White House staff present to confirm these procedures.

THE WHITE HOUSE  
WASHINGTON

COPIES OF THE ATTACHED WERE  
FURNISHED Mr. Baker, D. Gergen,  
Tom Quinn and Bobby DeProspero.

per MKD

August 2, 1982

**PATRICIA BYE**

## The Press

### Introduction

The media coverage of the President's trip to Europe was comprehensive and for the most part accurate. It reflected the trip strategy of presenting the President as a strong world leader and a pursurer of world peace. The success of the trip was due not only to the President's own style and positive delivery of two substantive speeches, but also to the briefing schedules for the press and the fact that the trip strategy was maintained throughout the trip.

In order to successfully carry out the trip strategy and to meet the objectives of the President, it was essential not to overexpose the President and therefore dilute the major issues as projected in the President's prepared remarks. Considering the situation in the Falklands and in Lebanon, it became increasingly important to control the exposure of the President to the press and the content of the press briefings. As a result, the press complained that they did not have greater access. This factor, together with the physical fatigue inherent in a fully scheduled trip and a few inconvenient security arrangements, created some discontent with the press corps.

As American Presidents travel overseas more frequently, the requirements of the President and his traveling party, including the press, have become well known to many governments. In the past, governments were unfamiliar with these requirements and eventually gave in to the wishes of persistent White House advance representatives. Under the guise of security or protocol, foreign governments design a Presidential visit to best meet the political needs of their own governments. Press coverage reflects this theme and the number of American media who see the President has decreased.

Media interest in Presidential foreign trips has increased greatly during the past ten years, while the access of the media to Presidential events has decreased. The traditional foreign stop has usually included an airport arrival ceremony with open coverage, a color event or speech with open coverage, a bilateral meeting with expanded pool coverage and a state dinner with expanded pool coverage.

During the recent trip to Europe, there was only one airport arrival ceremony with remarks, and that was in Berlin on the last day of the trip. The only other events open to the entire press corps were the arrival at the Quirinale Palace in Rome on June 7, the speech to the Bundestag in Bonn on June 9 and the speech at Charlottenburg Palace on June 11. All other events were covered very extensively by live local television and could be seen in all press centers by the traveling press corps. Host governments restricted the size of each pool to such an extent that very few members of the press were able to see the President by participating in pool coverage. As the number of open coverage events decreased, so did the size of each pool.

The type of television coverage has also changed during the last few years. In the past, all television coverage was provided by the American networks and host country television. Since the American networks were so superior to host country television, the host country would allow each network to cover every event to make sure that the American networks got the news to the rest of the world. Due to the great technological advances in television during the past five years, the quality of host country television is now excellent and at times superior to that of American networks. Host country television now covers every aspect of a Presidential trip and for a substantial fee make their coverage available to the American networks. Since host countries are no longer dependent on American television, it is very rare for more than one American camera to be allowed in each pool. The result, therefore, is that all four networks are trapped into using the same tape for almost all events.

Since so much of the coverage of Presidential events is dependent on the use of pool tape and because there is so little hard news during most foreign trips and a much higher level of network competition than five years ago, a majority of the coverage of a foreign trip is involved not with the narrow substance of the trip, but with the many peripheral aspects of the trip. This type of coverage allows the networks to lengthen their coverage, make the coverage more entertaining, and hopefully increase their Neilson ratings.

When only Presidential events were being covered, the scheduling of crews was relatively simple. In today's competitive market, with the coverage of the President being only one of six or seven possible stories being prepared each day, the scheduling of crews and therefore the timely availability of the White House press schedule and pool assignments have become more important.

Due to an increase in international terrorism, the possibility that terrorists may infiltrate the press corps and the dependance to a certain degree by the Secret Service on host country security procedures, a decision was made to have the American press pass through magnetometers before they boarded the press plane or entered secure areas. This procedure was often duplicated by host country security and also necessitated very early hotel departures. The press complained that security for the American press was too tight and in many cases the press was correct. The procedures for press security are now being reviewed and more attention will be given to providing a more reasonable system for foreign trips.

A number of new trends have therefore occurred in the coverage of foreign trips. The results are that very few press ever see the President; that the White House Press Office has less impact on the size and composition of press pools; that network television coverage has expanded from straight news to include more comprehensive and entertaining coverage; that briefings are more tightly controlled by the White House; that less hard news occurs; and that most members of the press feel isolated from the senior staff and the President and therefore complain about the lack of access and security inconveniences.

RECOMMENDATIONSPRESS

1. The Press Secretary should always be manifested on Air Force One and Marine One when possible, and should be in staff one in motorcades. He should be a member of the official party and should be housed with other members of the official party.
2. The use of magnetometers and other security procedures for the Press should be reviewed so that the objectives of the USSS are met in relation to the practical logistical movements of the Press.
3. While trip scheduling must give priority to the objectives of the President, consideration should be given to press movements, Press filing deadlines and a reasonable amount of sleep for the press. It is suggested that after major events--particularly during foreign travel--a half-day of "down time" for the press and the traveling party should be allowed.
4. A press advance office should be established with offices in the Advance Office.
5. A permanent contact within the Office of the Press Secretary should be established as a liaison with the Press Advance Office.
6. Prior to each trip, a meeting should be held with ICA in Washington to establish the appropriate support role for ICA during the trip.
7. A meeting should be held with ICA personnel at each Embassy to define the relationship of the Press Advanceman with ICA, to review the specific ICA support role for each event and for the trip in general and to establish a system for the Press Advanceman to receive progress reports on ICA activity.
8. Press schedules, pool sizes and compositions, manifests of Air Force One and Press Helo and briefing schedules should be sent to the trip Press Coordinator as early in the trip as possible.
9. Press Advancemen should communicate with the trip Press Coordinator on a regular basis throughout the trip.
10. Members of the traveling party should discuss press arrangements only with the Press Secretary, the trip Press Coordinator or the Press Advanceman. This becomes especially critical when changes occur and adjustments have to be made.

RECOMMENDATIONSGENERAL

1. The chain of command within the advance team, the system of communication with host country officials and the conduct of the advance team while dealing with Embassy personnel, host country officials and during free time should be defined.
2. The position of the head advancement and the other members of the advance team should be clearly communicated to each Ambassador, D.C.M., Administrative officer, and ICA officer so that it is fully understood that the lead advancement and not the Ambassador is responsible for all aspects of a trip.
3. A system should be established during the advance for all appropriate members of the advance team to regroup with the Trip Coordinator when changes occur during a trip in order to ensure that whatever action is taken reflects the appropriate requirements of all support groups.
4. When possible, a staff meeting should be held each day during a trip to review the next day's activities.
5. The structure of the advance should be designed to ensure the free flow of information to all members of the advance team, and team meetings should be held on a regular basis.
6. The size of the advance team which meets with host country officials and participates in site surveys should be kept to a minimum.
7. The distribution of Presidential "goodies" should be done so that all members of the advance team are able to reward their appropriate counterparts.
8. The lead advancement should make every effort to have the President's photographer as close as possible to the President at all times.
9. The advance should be broken down into four elements: The President and the Senior Staff, the First Lady, the Press, and the traveling support staff.
10. While primarily responsible for providing for the requirements of the President, the advance team should be sensitive to the political, cultural and protocol customs of each host government and be willing to make minor adjustments in the accepted White House procedures if the needs of the President will not be compromised.

11. Special attention should be given to providing bilingual speaking drivers for all American vehicles.
12. The advance team and the traveling staff should minimize radio traffic during all Presidential movements as well as during the trip itself.
13. Preparations for the 1983 Economic Summit in the United States should begin immediately. A full-time team should be established, headed by a White House staff member, which also includes representatives from State, USSS, WHCA and the N.S.C.
14. To soften the no access complaints of the press, consideration should be given to having the President hold an informal discussion at some time during a trip with an appropriate number of White House press. This event should be spontaneous.
15. An effort should be made to have the President do a spontaneous people event during a period of free time. It would be covered by the travel pool. The success of this type of event is dependant on having only a very small number of staff involved.

European Trip Report  
The Press

THE PRE-ADVANCE

The initial pre-advance trip was led by Mike Deaver on February 12-19 and it was during this trip that the final schedule for the trip was developed.

Subsequent pre-advance trips occurred on April 3-7, when Eric Rosenberger attended a press seminar in Paris to discuss the Versailles Summit; on April 13-17, when Mike Deaver led a pre-advance team which included the press to all the stops; on May 2-7, when Mike McManus led a pre-advance team which included forty members of the press to all the stops; and on May 23-30, when Mike McManus, Eric Rosenberger, Roger Counts and Tom Quinn visited all the stops and held in-depth meetings with all the advance teams. The press were invited to accompany the pre-advance teams on the April 13-17 and the May 2-7 trips and representatives from the television networks and the still photographers accompanied the pre-advance team on both trips. The wires and the White House Correspondents Association declined to send a representative on either trip.

Due to the recent increase competition between the networks and due to the new television technology, the number of network personnel who participated in the May 2-7 pre-advance became unmanageable. Both the White House and the networks are aware that the number of network personnel who accompany the next foreign pre-advance should be greatly reduced.

During the April 13-17 pre-advance trip, the ABC Nightline crew accompanied the advance team.

The network pool producer and the still photography pool coordinator distributed detailed briefing material after The Pre-Advance.

A pre-advance briefing was held for the wires and the writers.

ADVANCE SEMINARS

On May 15th and May 22nd indepth seminars were held for all members of the advance teams going to Europe. In addition to briefings on security, the political situation, the Embassy structure, the press arrangements, and the overall conduct of the advance teams, each press representatives was given an indepth press schedule, a press advance manual for international trips, an ICA Presidential advance manual, a check list for international press arrangements and diagrams of all event sites. In addition, a meeting was held with each press advance representative to discuss specific arrangements discussed during the pre-advance trips. Press advance representatives were also given the names, background and responsibilities of all host country press officials and all ICA and embassy personnel. It is recommended that WHCA be included in all future advance seminars.

FRANCE

The Mitterrand government, through Jacques Attali, was very concerned that the White House Press Office, as demonstrated in Ottawa and Cancun, would provide high quality briefings and transcripts and therefore allow the White House press corps and the media in general to project President Reagan as the dominant force at the Versailles Summit. The French government, for domestic political reasons, wanted President Mitterrand to dominate the coverage and their strategy was to alter the press arrangements.

A list of problems created by the French government follows:

1. On June 1st, the French arbitrarily announced that the Versailles Press Center, L'Orangerie, would be closed to the U.S. television networks on June 2 and 3. Arrangements had already been made for the networks to have access to their trailers at L'Orangerie on those dates for equipment tests and for live broadcasts. The French stalled until 4:00 p.m. on June 3rd before they approved access.
2. On June 2nd, at 12 noon, the French announced that coverage of the President's arrival at Orly had been changed from "open coverage," limited to 30 U.S. press.
3. On June 2nd, the French government officials responsible for the press reported that they no longer had any power and that all changes had to be negotiated with French security, since it was French security, and not the French press representatives, who were making the changes.
4. On June 2nd, French security led the press buses on a thirty-minute drive around Orly airport and returned to the original staging area. With fifteen minutes remaining before the press plane was to land, French security led the press buses on another circular drive and finally arrived at the press plane as the plane came to a halt. The French kept the buses at an excessive distance from the plane and forced the new airport arrival pool to jam into one Air France bus designed for twenty people. During this arrival period, the change in the airport coverage was announced on the press plane.
5. On June 3rd, the French would not decide if there would be remarks after the lunch at the Elysee Palace. In addition, they were not prepared to provide sound for the Presidents and WHCA did an outstanding job in providing sound in a very short time.
6. On June 3rd, Jacques Attali inspected the U.S. network stand-up and live position which was assigned by French security and immediately ordered French security to move the networks fifty feet away from their cables and telephone lines, essentially cutting all television cables to the United States. In addition, he locked out all network personnel from the new location unless escorted by French security, and the appropriate French security personnel disappeared. After long negotiations on the part of the White House and the networks, Attali agreed to have the networks purchase

additional cable and to have the P.T.T. extend the phone lines. It is estimated that this change cost the networks \$100,000. By noon on Saturday, June 5th, the networks were still not fully operational at Versailles.

7. On June 4th, the U.S. radio networks stated that the French were intercepting radio broadcasts to the United States, inserting a garble and therefore making them unacceptable for broadcast in the United States. In short, they were jamming our radio feeds.
8. On June 4th, French security prevented the motorcade pool from entering the Paris heloport and as a result the press helo departed without the pool. Through the assistance of the HMX advance representative, the press helo returned and when it was once again on the ground, French security finally relented and allowed the pool to board the press helo.
9. On June 4th, French security rescheduled the group photograph after the arrival ceremony at the Grand Trianon. The new location offered such a poor photograph that a number of French photographers broke away from the press area and the control of the press ended. A general mob scene developed and the President departed. The other heads of state remained and the result was seven spontaneous press conferences. The French realized that they had lost all control and therefore decided to cancel the coverage of the boat ride and the dinner.

After most of the U.S. press had departed L'Orangerie, the French reversed themselves and decided to have coverage of the dinner. Our advance staff brought the pool back from the bus and after a great deal of negotiation, finally convinced the French to let our pool join the other press to cover the dinner. French security was upset because they thought that our press were on their way to Paris when they finally decided to have press coverage of the dinner. It was an obvious attempt to prevent the American pool from covering the dinner.

10. The French went out of their way to make sure that the U.S. briefing room in L'Orangerie had no air conditioning. Our advance staff requested air conditioning and even though there was air conditioning in many other national briefing rooms, the French refused to have air conditioning in the American room.
11. The French shuttle system between the Paris press hotel and Versailles did not operate effectively. The U.S. press was able to move between Paris and Versailles only by means of the White House buses.
12. Similar problems were experienced by the Japanese and Canadian press and the Japanese government became so disturbed that they called the French Ambassador into the Foreign Office in Tokyo and waged a formal protest over the calculated problems at Versailles.

13. On June 6th the French arbitrarily cancelled all coverage of events after the opera. Earlier in the day, the American press was so disgusted with the French that except for the wires, they decided not to cover any events after the dinner. Due to the interest of the wires, we requested coverage of the fireworks and the French compromised and allowed coverage at one of the initial five press positions.
14. Due to the many problems at Versailles, the advance staff decided to have the Air Force One pool go directly to Orly Airport and not ride on the press helo from Versailles. This decision was well founded since the French cancelled all coverage of the President's departure from Versailles, possibly hoping to trap the Air Force One pool at Versailles.

When the President arrived in France, it became clear that French security, as in the past, was in full control and that all the arrangements which were made by the French press officers were overruled by the political objectives of the French government.

These basic political objectives were obvious during the preparations for the trip, but the methods which the French used to achieve their objectives were totally inconsistent with the spirit of cooperation which existed prior to the trip. The many changes to the schedule produced a backlash against the French by all the Press.

#### ITALY

The trip to Italy included a visit to the Vatican, an arrival ceremony at the Quirinale Palace, a short bilateral with President Pertini, a luncheon, a short bilateral with Prime Minister Spadolini and a meeting with Italian police officers who freed General Dozier -- all in five and one-half hours. The main concern was to stay on schedule and to allocate an equal amount of time between the Vatican and the Italian government.

Press facilities at the Vatican and in Rome were excellent and pool movements occurred smoothly.

The major Press problem in Rome was at the Chigi Palace when it became obvious that the trip was falling behind schedule. Prime Minister Spadolini, in an effort to be helpful and to get back on schedule, revised the sequence of events -- but forgot to tell the Americans. The result was a rather chaotic scene and all members of the American party, including the Air Force One Pool, had to quickly adapt to the new scenario.

Press complaints in Rome concerned the early departure time from Paris - 4:30 am - which was necessitated by the magnetometer process at the airport and the extra time needed to travel from the airport to the Vatican during morning rush hour. There was also press unhappiness over a small number of the press who had made personnel requests to visit the Vatican and were not part of the five-man Vatican pool.

#### ENGLAND

When the press plane landed at Heathrow Airport at 4:00 pm on June 7th, the press had been awake for fourteen hours after getting only

two to three hours sleep. Obviously, most of them were very tired. The press had survived the 110 degree press room at L'Orangerie in Versailles and the other inconveniences presented by the French. They had just covered a whirlwind stop at the Vatican and in Rome where a majority of the press corps fell asleep at the press center while watching the President and the Pope on television. The press were therefore looking forward to a restful and more civil stay in London.

The trip to London went very well. The press center at the Grosvenor House was excellent and all pool movements ran smoothly.

The two areas, however, which caused some problems were the Immigration and Customs procedure at the airport and the size and composition of press pools. The English initially stated that the press plane would land at Heathrow Airport adjacent to Air Force One. A week before the visit, however, the advance team was informed that the press plane would land at Gatwick Airport and that the press would have to go through the Immigration and Customs procedures at the commercial airport. In addition, the English refused to provide an escort for the press buses. This situation would make it impossible to cover the arrival ceremony at Windsor Castle. After a great deal of negotiations in London and at Versailles through Bernard Ingram, press spokesman to the Prime Minister, the English finally agreed to allow the press plane to land at Heathrow. They also agreed to an Immigration and Customs procedure which would allow the press to fulfill the English requirements without leaving the press buses. As this compromise was proceeding on schedule, a number of White House staff members, who were not aware of the delicate negotiations with the English, decided to ask the English to speed up the procedure. The result of this staff interference was an insult to the English, who reacted by stalling the procedure for an additional forty-five minutes.

In an attempt to provide the best possible press coverage, the English identified a large number of pool positions for each event while also greatly restricting the size and composition of each pool. They also requested the names of all press covering events at Westminster palace and No. 10 Downing Street. Due to the assignment procedures of the networks, names are difficult for the Press Office to provide, and every effort should be made to resist giving names for pool members during the pre-advance.

Pool movements were eventually worked out and even though coverage arrangements were highly restrictive, it was a nice change to be among the pleasant and cheerful British.

## GERMANY

### Bonn

It was obvious when the trip to Bonn was announced that the press arrangements would not be sufficient to meet the needs of the White House press corps. Not only was there a printer's convention in Cologne, which had booked most of the hotel rooms, but the needs of the other NATO countries made hotel rooms very scarce. The Transportation Office finally was able to provide housing for all the

traveling press in eight different hotels. A control center was established in the lobby of each hotel and was manned 24 hours a day and a shuttle system operated continuously between each hotel and the press center.

The press center at the Tulpenfeld Restaurant included a press working area, a briefing room, and the other support elements. The press center was smaller than normal and the advance team erected a large tent to enlarge the press working area.

Coverage of the events in Bonn went smoothly. At this stage in the trip, the entire traveling party was very tired and minor problems became exaggerated. The press party, hosted by Coca-Cola, was a most welcome change in the fast pace of the trip, and allowed everyone to relax.

## GERMANY

### Berlin

The visit to Berlin lasted only three and one-half hours, and included remarks to American troops at Templehof Airport, a stop at the Berlin Wall and remarks before 30,000 at Charlottenburg Palace.

Due to the short runway at Templehof Airport which accommodated Air Force One but not the larger press plane, the press arrived in Berlin at Tegel Airport and were bused to Templehof, the Wall or the Charlottenburg Press Center. Press facilities at both Templehof and the Charlottenburg Palace were excellent. Due to security considerations, no press platform was constructed at Check Point Charlie and the photographers were a bit crowded.

The press center at L'Orangerie at Charlottenburg Palace was superb. The West Berlin government did an outstanding job in providing ample amounts of food and refreshments in addition to ample communications facilities.

The Berlin stop was well planned, well executed and resulted in excellent coverage.

A minor problem occurred when an accident took place directly in front of the bus bringing the network personnel back to the press plane from the feed point at Templehof. Since extra travel time had been inserted into the schedule, this delay did not become a problem and the press plane arrived in Bonn on schedule.

# WITHDRAWAL SHEET

## Ronald Reagan Library

*Collection Name*

DEAVER, MICHAEL: FILES

*Withdrawer*

KDB 8/16/2011

*File Folder*

OFFICE PRESS 1981-1982 [- MARCH 1983] (7)

*FOIA*

F97-0066/19

COHEN, D

*Box Number*

50

123

---

*DOC Document Type*

*No of Doc Date Restriction*

*NO Document Description*

1 REPORT

7

ND

B6

RE ADVANCE TEAM STAFFS

---

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

B-1 National security classified information [(b)(1) of the FOIA]

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

B-3 Release would violate a Federal statute [(b)(3) of the FOIA]

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

B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]

B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]

B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]

B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]