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MLS: Add to Blake's
personal file.

RALPH WHITENER & COMPANY

P.O. Box 17413 • Dulles International Airport • Washington, DC 20041 U.S.A. • Telephone: (703) 471-5761 • Telex: 899133 WHITEXPO

July 28, 1987

Jim
FH

Mr. Mike Lake
Presidential Advance Office
Room 185 1/2
The White House
Washington, DC 20500

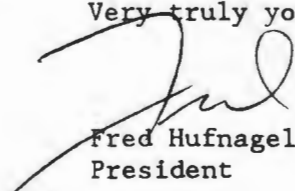
Dear Mike:

The enclosed list was prepared at the request of Blake Parish following the President's appearance at the annual conference of the National Association of Counties. These people all played a significant role in the success of that appearance.

Please extend my compliments to Blake and the other members of your advance team that participated in that event. I have never worked with a more professional team from the White House. They knew what they wanted, but remained mindful of the financial restraints of the budget of a nonprofit association. That was very much appreciated.

Let's get together for lunch sometime soon.

Very truly yours,



Fred Hufnagel
President

FH:cph
Enclosures

THE WHITE HOUSE

WASHINGTON

July 28, 1987

MEMORANDUM TO MEMBERS OF THE SENIOR STAFF

THRU: RHETT DAWSON ^M
ASSISTANT TO THE PRESIDENT FOR OPERATIONS

FROM: THE WHITE HOUSE PHOTOGRAPHIC OFFICE

As you may be aware, there have been several changes in the photo office recently and it has become apparent that the policies for the operation of this office will best be implemented by restating and circulating them among you.

Enclosed for your use is a copy of those policies. Please note them carefully as it will enable you to use the photographs this office provides in a more efficient manner and permit us to provide more timely service.

It would be most helpful to us for your office to designate one person as photo coordinator so that we are able to deal more efficiently with the flow of photographs from our lab thru you to the individuals in the photos. We are able to track more accurately the orders and finished prints. Please drop a note off to Marilyn Jacanin, WW-Photo Office, so we may update our list of office contacts.

We appreciate your taking the time to read over these policies and know that you share our objective of providing the President, First Lady and this administration with the most complete historical documentation possible.

Thank you for your consideration.

POLICIES FOR OPERATION OF THE PHOTO OFFICE

OK
MM
7/21

I. Level of Coverage:

The photo office is responsible for covering all activities on the official calendar of the President. Additional coverage of all activities on the private calendar of the President will occur as requested or if placed on the official calendar.

As a result of the reduction in the photo office, coverage of any non-Presidential activity is limited to official in-house events.

Non-Presidential social events, non-Senior Staff awards, promotions and ceremonies will not be covered by the photo office. NO off-complex events will be covered, except for the President and First Lady.

If an office requests personal photo coverage, only film and an automatic camera will be available for loan when available. (Film processing and prints WILL NOT be handled by the White House photo lab). Automatic cameras need to be returned after the event, or in the case of an evening event, the following morning. Long term loans of automatic cameras will not be available due to our limited supply. (Marilyn will handle these requests).

II. Priority

ROUTINE COVERAGE

President
First Lady
Chief of Staff
Deputy Chief of Staff
National Security Advisor

COVERAGE WHEN PHOTOGRAPHER IS AVAILABLE

Director, Office of Management and Budget
Assistant to the President for Legislative Affairs
Counsel to the President
Press Secretary
Director, Military Office

III. Reprint Policy

General edits will be handled in the lab and prints provided in the following amounts:

- a) President with a member of staff---two (2) copies
- b) President with a departing staff person---individual handshakes: will receive four (4) copies
- c) President with departing staff members' families---individual handshakes: will receive two (2) copies

- d) President in group shot with staff members and their family---one (1) copy per person
- e) President calendar appointments---one (1) copy per person greeted and one (1) copy per person of any group photo
- f) Senators and Congresspersons---two (2) copies per person
- g) Receiving line and invited guests---one (1) copy per person
- h) Cabinet Room photo opportunities---two (2) copies per situation

Other Requests: Must be made in writing to the Photo Editor-Carol McKay and a decision will be made on a case-by-case basis.

IV. Closet photos

Photo packets will be available containing four (4) different photos. Additional photos from stock will be made available on a case-by-case basis. Large stock orders need to be made in writing.

V. Jumbo distribution

Bearing in mind that the jumbo prints are the most sought after item from the photo office, their distribution shall be limited to the White House and OEOP offices. They are not available for individual use. The jumbo prints that are removed from the West Wing walls shall be given out in the order that a memo is received by the photo office. Names written on the back of jumbo prints will be considered in the order of rank of Senior Staff and the frequency of an individual office's request.

All offices are urged to submit a memo to Marilyn Jacanin in the photo Office to facilitate a fair and equitable distribution.

Cabinet-level requests will be considered on the basis of the frequency of an individual officer's requests.

VI. Portraits


Individual portrait sittings are available to Presidential appointees within the complex. Updates of portraits WILL NOT be possible except for Senior Staff. Passport photos are available from the USSS pass section and not the photo office.

THE WHITE HOUSE

WASHINGTON

July 28, 1987

MEMORANDUM FOR FULL-TIME LEAD AND PRESS ADVANCEMEN

FROM: JIM HOOLEY 
SUBJECT: MEETING TOPICS/AGENDA

As you know, we will be getting together for an hour or so tomorrow to go over a few things before personal travel, vacations, etc. begin. In preparation for the meeting, I'd like to mention a few topics for discussion, in order to give you a chance to prepare your thoughts, comments, arguments, or ideas.

1. 1988: We are being asked to begin developing plans for themes and agenda for 1988. Specifically, what will be the two or three big topics the President concentrates on; what will be remembered about him, under the theory that people remember best what happens last? What will his legacy be, and how does he contribute to that legacy through events, travel, etc.?
2. Recent Events (review) and Upcoming Events: what have we learned from recent travels that we all can use? What new ideas have worked in crowd raising, building a colorful event? What types of cities/regions/events should we/Rick be looking for?
3. Secret Service: (this probably ought to be last, since it will probably take the longest). What problems are we having out there?
4. August/September: assignments; time off and vacations; coverage in case of new events (who is "on duty?"); personal plans.
5. Advance Operations Improvements: ideas/problems over working relationship with Trip Coordinators (be careful--they get their chance next!); how to improve work between staff and press advance; improvements in the volunteer recruitment and training system. Be prepared to discuss the merits of a seminar or update seminar, maybe not full-blown--maybe an internal advance office update for volunteers and new recruits, with no outside speakers.
6. Optional: A brief discussion led by Andrew of the need to have your pager on at all times.

Finally, one new rule, beginning with our next trip. Lead and Press full-time advance men will remain overnight in the event city unless other arrangements have been personally approved by me. I will be glad to elaborate on this tomorrow if you want.

THE WHITE HOUSE

WASHINGTON

July 29, 1987

MEMORANDUM FOR HOWARD H. BAKER, JR.

FROM:

JAMES L. HOOLEY *Jim*

SUBJECT:

LOST STAFF PIN

While on the President's trip to Venice, Italy in June, my permanent staff pin, #014, was taken from my jacket in the staff office. It has not been returned to me. Since I have been unable to retrieve it, I would request that another staff pin be issued to me. Thank you.

7/29/87 11:00 a.m.

THE WHITE HOUSE

WASHINGTON

July 30, 1987

MEMORANDUM FOR NIKKI RICKETT

FROM: JAMES L. HOOLEY *Jim*
SUBJECT: BABSON COLLEGE PROPOSAL

Thanks for forwarding the information on Babson College as a possible site for a Presidential appearance. Unfortunately, it is highly unlikely that the President will be going to Massachusetts in the foreseeable future; especially, having just been in New England a few weeks ago. On the other hand, I will take the liberty of passing the information on Babson on to Fred Ryan for his consideration on long-range plans for the President.

It is our experience that even the slightest hint of interest on the part of the White House regarding a possible Presidential visit, regardless of how carefully couched, leads to high expectations and intense "contingency" planning and discussion on the part of potential host groups or organizations. Therefore, I would urge you to re-emphasize to President Dill that discussions anyone has had thus far have been purely speculative. His letter would indicate that he is possibly more hopeful than is warranted.

In the meantime, thanks for sending along the information. Should we look for a good venue in Massachusetts, Babson would certainly be worth taking a better look at.

cc: F. Ryan

Action



THE WHITE HOUSE
WASHINGTON

TO: SANDY WARFIELD

FROM JAMES L. HOOLEY
Deputy Assistant to the President
Director of Presidential Advance

- Information
- Action

In the any way I can confirm
this group of 12 as part of the group
outside for Camp David departure on Nov. 6.
I know I can do it myself, but would like
to make it part of the official group.



1133 Fifteenth Street, N.W. / Suite 500 • Washington, D.C. 20005

A. KOLBET SCHRICHTE
Executive Vice President

Telex: 6502459439

AMERICAN LOGISTICS
ASSOCIATION

(202) 466-2520

July 31, 1987

the Honorable James L. Hooley
Deputy Assistant to the President
Director of Presidential Advance
185½ OEOB
Washington, D.C. 20052

Dear Jim:

Per our telephone conversation about the essay contest being run in the Army and Air Force Exchanges, we will have a small group in Washington on November 6, 7, and 8.

The contestants are being asked to write, in 300 words or less, an essay beginning "As a member of the U.S. military family, I am committed to uphold the Constitution. What this means to me is:..."

I appreciate your taking time to meet with me on Tuesday to discuss the possibility of having the winners on hand to see the President depart for Camp David.

Sincerely,


A. Kolbet Schrichte

(The group will not exceed 12 people)

THE WHITE HOUSE
WASHINGTON

Bob Schmidt
Kim O'Brien

Date: 7/31/87

pls read and note

Jim H.

TO: TOM GRISCOM, BILL HENKEL,
TONY DOLAN, JIM HOOLEY,
FRED RYAN

FROM RHETT B. DAWSON
Assistant to the President
for Operations

- Information
- Action
- Let's Discuss



Rick 308 532 9090
333



7/29

To: NSCLP

Subject: LA/Chautauqua Hookup
NATIONAL SECURITY COUNCIL

UNCLASSIFIED

29-Jul-1987 02:11p EDT

UNCLASSIFIED

MEMORANDUM FOR: SEE BELOW

FROM: Fritz W. Ermarth
(ERMARTH)

SUBJECT: LA/Chautauqua Hookup

Gregg Guroff, Rhinesmith's deputy at USIA, has been in touch with the Chautauqua people about telecasting the President's 26 August LA Town Hall speech to their audience (about 6000 incl 250 Soviets). They are delighted and are looking into technical issues. Elsewhere in USIA, exploitation by VOA and Worldnet is being examined. I've handed ~~coordination~~ on this off to Jim Hooley of the Advance Office, and will concentrate henceforth on speech substance. USIA also wants to approach the Soviets for a direct link to them, as we did (unsuccessfully) in April.

Chautauqua will probably plan a program that has a panel of US officials, Soviet participants, and possibly private figures discuss the President's speech right after its conclusion. At present, Tom Simons, Ed Djerejian, and Mark Palmer will definitely be there for this service. I think we ought to program a senior arms control figure (Nitze, Rowney, Kampelman, or Linhard) to participate as well. I'll check into who can do it most easily. I shall be making a speech the previous day, but plan to leave immediately (ideally by military aircraft) to return to the Chairman's conference with CinCs at Ft Leavenworth.

Bob Kim

~~We should have a coordinated line on the LA speech. A major [redacted] [redacted] with significant attention to US-Soviet relations.~~

Will somebody in Exec Sec print this out and send to other West Wingers who need it?



State of Missouri

John Ashcroft, Governor

Department of Economic Development
Economic Development Programs
P.O. Box 118
Jefferson City, Missouri 65102
314/751-4241

Carl M. Koupal, Jr., Director

August 3, 1987

Mr. James Hooley
Deputy Assistant to the President
Director of Presidential Advance
The White House
Washington, DC 20005

Dear Jim:

I recently read in the Kansas City paper that there is a strong possibility of the President making a stop in Topeka in early September. I called Mary Lou to let her know that I am only 3 hours from Topeka.

If I can be of any assistance to your staff in advancing this trip, please don't hesitate to call. If the date in the paper was correct and September 9th is indeed the date of the visit, I could be available as early as September 4th.

I hope all continues to go well for you. I look forward to hearing from you regarding this event.

Best wishes and kindest personal regards.

Sincerely,

A handwritten signature in cursive script, reading "Scott P. Stuckenschneider".

Scott P. Stuckenschneider


SPS/ph

THE WHITE HOUSE

WASHINGTON

August 6, 1987

MEMORANDUM FOR MARK WEINBERG

FROM: JAMES HOOLEY 

SUBJECT: PRESIDENTIAL TRIP ANNOUNCEMENT

The following information is provided for development of an announcement of the President's trip to Nebraska August 13. Later today, we will provide an event concept memo to the Chief of Staff which will include more detailed information.

On August 13 the President will continue his tour in behalf of the Economic Bill of Rights with two public appearances in North Platte, Nebraska. The visit comes in response to an invitation from Governor Kay Orr for the President to his campaign for budget reform to Nebraska. Previously, the President has spoken on the Economic Bill of Rights in Florida, Connecticut, Indiana and Wisconsin. This will be the first time he has spoken on the issue in the Great Plains region of the "Old West," ~~and the first time a sitting President has visited North Platte in ___ years.~~

Tentative plans call for the President to participate in a luncheon with civic and community leaders from around the state at a site to be determined. The group will be invited by Governor Orr, and will be nonpartisan. It will be an opportunity for the President to speak to local government leaders of the level closest to the people, about his economic program. Coverage will be expanded pool. The President will also address a public gathering at the Buffalo Bill Wild West Arena, which is the site of the original western shows put on by Buffalo Bill Cody, a native of North Platte (and whose ranch is adjacent to the speech site). This will be Open Press Coverage.

The preliminary schedule is as follows:

9:30 am EDT Air Force One departs en route North Platte.

11:25 am CDT Air Force One arrives Lee Bird Field, North Platte. Open Press, Closed Arrival.

11:50 - 12:50 The President attends luncheon and makes remarks.

1:00 - 1:45 The President participates in public event at Buffalo Bill Wild West Arena and makes remarks.

2:05 pm CDT Air Force One departs en route Pt. Mugu, California.

2:40 pm PDT Air Force One arrives Pt. Mugu

THE WHITE HOUSE

WASHINGTON

August 12, 1987

MEMORANDUM FOR: DAVID CHEW
KEN KRIEG

FROM: TOM GRISCOM *z*

SUBJECT: Proposed August Activities

Attached is a proposal for events on August 27 and 28 with the President in Los Angeles. As you can tell, the actual event is to be determined and I would like to have a proposal in Santa Barbara to me by next Wednesday, August 19.

Please contact Colir Powell in the NSC concerning the Central American event on August 27 and A.B. Culvahouse/Will Ball concerning the Bork event. On Bork, I suggest that we consider bringing out the group of wisemen to meet with the President. Make sure that it is known, up front, that there will be a photo with the President and then we want the groups to meet with the White House press corps.

Thanks.

cc: Fred Ryan
Bill Henkel
Jim Hooley/

THE WHITE HOUSE

WASHINGTON

August 12, 1987

MEMORANDUM FOR THE PRESIDENT

FROM: TOM GRISCOM *3*
SUBJECT: PROPOSED AUGUST ACTIVITIES

We would like to propose the following additions to your schedule during the August time in California:

1. On August 27 in Los Angeles, schedule NSC time ~~1-10-00~~ to put together a Central America related event. Details will be forwarded to you next week.

Approve RR Disapprove _____

2. On August 28 in Los Angeles, schedule a meeting with key supporters (5 - 6) of Judge Robert Bork at 10:00 a.m. Details will be forwarded to you next week.

Approve RR Disapprove _____

Participants at both of these sessions could do briefings with the White House Press Corps.

McL - File

(written while I was in S.B.)

THE WHITE HOUSE

WASHINGTON

August 31, 1987

MEMORANDUM FOR THOMAS C. GRISCOM

FROM JAMES L. HOOLEY

SUBJECT AUTUMN EVENT CONCEPTS

As a follow up to our meeting with Dr. Wirthlin last week, I have given thought to what type of events we can construct in light of the data he presented regarding primary issues of public concern. As you will recall, Dr. Wirthlin feels that the President has emerged from the Iran-Contra hearings in as good--or better--shape as we could have possibly hoped. In fact, he claims that public identification with the Republican party, to use one barometer of public opinion of the President's actions, is no worse (or, to be more positive, as good) as it was when the affair began to come to light last winter. Further, when asked if they think that the President is generally telling the truth about Iran-Contra, most people respond positively. Therefore, it would seem that the time is right to get the President back out in front of popular issues, in order to solidify the support of the majority of people who, in their heart of hearts, really do want a reason to believe in Ronald Reagan, but need to see him move out from under the "scandal" and reassert himself on public issues.

We need to move on this quickly, to come off the August vacation strong and with the perception of momentum on major issues. The speech on U.S.-Soviet relations last week, as well as the Contra and Bork meetings in Los Angeles, received about as good press play as we are going to get. The build-up in the press before the speech was matched by intensive coverage afterwards. While the Bork meeting didn't receive as much coverage as we would have liked, the Contra meeting photo ran in just about every major daily in the country. So we come into the Labor Day weekend in a stronger position than we would have, had we not had these events which conveyed an image of activity and involvement.

You will recall that Dr. Wirthlin's strongest suggestion was that the President be perceived as involved and engaged in the issues and in setting the agenda. We had a strong beginning last week. The question now is where we go from here. The President will be involved in September in a wide range of events demonstrating his leadership in both foreign and domestic policy; most importantly, in seeking peace. However, the fact that the schedule is so full also means that it will be difficult, if not impossible, to inject events which will help get the President on top of some topical concerns.

It is those concerns and the events we can create in response to them, that I will address.

Balanced Budget

The successful series of events in support of the Economic Bill of Rights demonstrates that there is solid, grass roots support for the President's agenda. However, the campaign must move into a new phase, just as the campaign for Tax Reform did. The President should begin to speak to those who can most directly influence legislation; that is, the interest groups. Many trade associations and lobby groups will meet this Fall around the country. These provide a forum for a more thoughtful message than in public rallies, while local and regional press coverage should not diminish in any way.

I also would propose that the President address state legislatures in the two or three states which are key to the call for a Balanced Budget Amendment convention. Consideration could be given to having the President concentrate on getting the Amendment approved by going into those states for a series of public pressure events. These would begin with an address to the state legislature calling on them to "get on the bandwagon" or be left behind. Next would come a series of events around the state: a rally in an opposing legislator's district there, visits to town hall meetings in other places. The President would ask for public pressure to be put on individual legislators until the amendment was passed.

This could also tie into the discussion about holding a press conference outside Washington. If the President addressed a state legislature in the morning and spent the day campaigning in the state for the balanced budget constitution, he could hold a press conference in the state as well. This would not necessarily have to be held at night. While the issues discussed by the press would undoubtedly be national, the President could focus on the balanced budget issue with his opening statement ("I am taking the unusual step of holding this press conference in _____ tonight because, as you know, I have committed my time and energy to the balanced budget amendment. This state is one of those which is in the balance...").

Safety In the Air

This is an issue that the President ought to be out in front of, and if we let too much time go by, we will lose the opportunity. I believe that the issue is analogous to the AIDS situation, in that it is a fear issue, one which will grow larger and larger,

and from which we can expect to hear more bad news in the near future. In the case of AIDS, we were lucky in that we were close to being perceived as seeing the problem only after everyone else had focused on it; we came close to being accused of making it an issue of concern only after public opinion polls showed strong popular support for AIDS research. The events at NIH got the President out on front of the issue.

We need to do the same thing on Air Safety. We ought to face the fact that the odds are that one of the near misses will turn into something far worse. If a tragedy happens, there is going to be strong public pressure for "something to be done." Congressional demagoguing will focus on the Administration's "lack of concern" or "unwillingness to address the problem."

It will be a lot better for the President to have demonstrated his concern and his awareness of the problem before the fact. At this point, whatever credit the Administration is receiving for addressing the issue is going to Elizabeth Dole, not the President. The new FAA chief is doing an effective job on the talk shows, but this still does not do for us what a Presidential personal activity would.

We should have Transportation's experts come up with a series of meaningful proposals for addressing the problem which do not mean a massive increase in spending and which help the President make the case that the firing of PATCO is not the reason for the trouble. The President should be able to counter media speculation that the problem is the result of an inadequate number of, or exhausted, air controllers. He also should be able to talk about one or two positive things that can be done (better training? better recruiting?). Obviously, the experts need to come up with this part.

For our part, we could put together an event at which the President makes these proposals. For example, the President could show his concern for air safety by visiting the Leesburg air traffic center, or the Dulles tower, or Baltimore-Washington International airport. He would visit a control tower, talk to the people at work there, and be photographed looking at a radarscope. After a tour and briefing in the tower, he could meet with a group of safety officials in a panel/briefing format for a discussion of the state of plans for making air travel more safe. In the President's brief, stage-setting remarks, he would offer the proposals discussed in the paragraph above.

THE WHITE HOUSE

WASHINGTON

August 31, 1987

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FROM

JAMES L. HOOLEY 

SUBJECT

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Education

As you know, the President got out in front of the education issue in 1982-83 after the publication of Secretary Bell's ominous report on the state of American public education. Later, when "what Works" was published, he was able to solidify public perception of his support for education through a series of events. Therefore, there is logic to the President getting involved in where we are today, after instituting educational reforms. Perhaps a visit to a school which has shown dramatic progress in scholastic achievement and test scores after adopting these proposals. This is an issue on which the President cannot be accused of being a Johnny-come-lately, and which he has consistently demonstrated his involvement in, and concern for.

Drugs

The President should tie into the White House Conference On A Drug-Free America, which has begun its work and will hold six conferences around the nation between now and March. The President could visit the conference headquarters to tell the staff how important the job is that they are doing. Or, he could arrange to drop in on one of the conferences, which will take place in New York; Columbus, Ohio; Omaha; Jacksonville, Florida; Albuquerque; and Los Angeles. The President should also receive the report of the conference next Spring at an event, either at the White House or outside the building.

Heroes

Dr. Wirthlin tells us that we need to do more "heroes" events, again. These could tie into all of the issues above. We should look for people and places to highlight in our travels, where an especially remarkable thing has been done to combat drugs; perhaps a person who has intervened with a friend or associate to get them off the habit. Similarly, exceptional people in the education field could be rewarded. We should begin now to find appropriate heroes--perhaps a group of various heroes--for the State of the Union.

The Fifty-Five Month Recovery

Celebration of the longest sustained period of economic growth in peacetime could be spread out over a period of a week with different events highlighting different parts of the economy. Instead of one all-encompassing event, we could devise four or five events. Perhaps a visit to the stock market, celebrating

the bull market with a red-white-and-blue event at the exchange, followed by events dictated by those portions of the economy whose recovery we want to highlight: consumer spending? low prices and lack of inflation? farming? investment? Dan Crippen and others could tell us what areas to highlight.

cc: Bill Henkel

THE WHITE HOUSE
WASHINGTON

9-8-87

TO: ALL FULL-TIME STAFF +
SCOTT LANE, MIKE LAKE
FROM JAMES L. HOOLEY
Deputy Assistant to the President
Director of Presidential Advance

Information

Action

FYI

- THIS WILL BE OF INTEREST
TO YOU.

THE WHITE HOUSE

WASHINGTON

August 18, 1987

MEMORANDUM FOR FRANKLIN L. LAVIN

THROUGH: CARLYLE GREGORY, JR.

FROM: REBECCA S. MCMAHAN

SUBJECT: '88 SENATE CAMPAIGNS - FUNDRAISING STATUS REPORT

The first two quarters of the '87-'88 election cycle have seen aggressive fundraising on the part of U.S. Senate candidates, as evidenced by the \$23,509,525 reported raised in FEC reports for the period of January 1 through June 30. Of this figure, a total of \$7,236,492 was from PACs. Added with cash-on-hand from last year, the candidates combined have a total of \$30,754,691 on hand. Expenditures only total \$5,479,675 in this recent six month period.

Candidates (all incumbents) who have over \$1,000,000 on-hand are as follows:

Republican

Pete Wilson (CA)	2,117,649
John C. Danforth (MO)	1,223,360
John Heinz (PA)	1,101,424
Paul S. Trible, Jr. (VA)	1,439,006

Democrat

Donald W. Riegle, Jr. (MI)	1,879,587
Frank R. Lautenberg (NJ)	1,139,199
Daniel P. Moynihan (NY)	1,301,615
Howard M. Metzenbaum (OH)	2,201,177
Jim Sasser (TN)	1,087,153
Lloyd Bentsen (TX)	3,782,881

Candidates having over \$500,000 on-hand (challengers indicated by *) are as follows:

Republican

Richard G. Lugar (IN)	852,819
Dave Durenberger (MN)	589,363
Pete Dawkins (NJ*)	686,247
George Voinovich (OH*)	618,052
John H. Chafee (RI)	707,863
Orrin G. Hatch (UT)	910,924

Democrat

Dennis DeConcini (AZ)	876,666
Leo McCarthy (CA*)	671,963
Lawton Chiles (FL)	707,325
George J. Mitchell (ME)	731,841
Edward M. Kennedy (MA)	554,485
Jeff Bingaman (NM)	600,218
Quentin N. Burdick (ND)	724,370
Robert C. Byrd (WV)	707,701

Of candidates with less than \$200,000 on-hand, the majority were challengers, with the exception of three incumbents:

Republican

David Karnes (NE)	130,016
Daniel J. Evans (WA)	125,597

Democrat

John C. Stennis (MS)	210
----------------------	-----

Republicans involved in primaries break down as follows:

Nebraska

David Karnes	130,016
Hal Daub	33,872

Ohio

Bob McEwen	334,741
George Voinovich	618,052

The totals of each candidate are listed on the attached sheet from the August 15th Congressional Quarterly.

Senate Campaign Finance: 1987-88 Election Cycle

(Jan. 1, 1987, to June 30, 1987)

State	Candidate ¹	Raised	From PACs ²	Spent	On-Hand ³
Arizona	Dennis DeConcini (D) *	\$ 645,433	\$ 227,050	\$ 100,963	\$ 876,666
California	Pete Wilson (R) *	928,938	190,050	503,916	2,117,649
	March Fong Eu (D)	207,489	0	99,662	107,827
	Leo McCarthy (D)	757,433	1,000	85,469	671,963
Connecticut	Lowell P. Weicker Jr. (R) *	345,993	118,813	88,762	402,189
Delaware	William V. Roth Jr. (R) *	333,761	166,275	47,529	429,386
Florida	Lawton Chiles (D) *	738,321	0	37,766	707,325
Hawaii	Spark M. Matsunaga (D) *	57,843	31,000	47,453	310,090
Indiana	Richard G. Lugar (R) *	711,779	147,590	269,160	852,819
Maine	George J. Mitchell (D) *	879,882	353,850	158,323	731,841
Maryland	Paul S. Sarbanes (D) *	406,565	158,750	13,863	393,058
Massachusetts	Edward M. Kennedy (D) *	492,360	28,300	71,511	554,485
Michigan	Donald W. Riegle Jr. (D) *	1,027,786	370,614	98,380	1,879,587
Minnesota	Dave Durenberger (R) *	531,547	166,450	410,996	589,363
	Hubert "Skip" Humphrey III (D)	188,855	28,900	83,296	105,558
Mississippi	John C. Stennis (D) *	0	0	518	210
Missouri	John C. Danforth (R) *	874,065	228,405	211,628	1,223,360
Montana	John Melcher (D) *	277,416	248,238	73,518	315,149
Nebraska	David Karnes (R) *	152,955	48,600	22,938	130,016
	Hal Daub (R) *	33,886	2,150	13	33,872
Nevada	Chic Hecht (R) *	286,953	193,950	49,130	392,762
New Jersey	Frank R. Lautenberg (D) *	1,070,271	314,800	182,407	1,139,199
	Pete Dawkins (R)	756,452	10,000	70,204	686,247
New Mexico	Jeff Bingaman (D) *	655,644	307,736	206,921	600,218
	William R. Valentine (R)	30,413	68	20,305	10,107
	James Morris (R)	11,715	0	1,872	9,843
New York	Daniel P. Moynihan (D) *	526,283	237,900	144,284	1,301,615
North Dakota	Quentin N. Burdick (D) *	490,712	275,952	62,870	724,370
Ohio	Howard M. Metzenbaum (D) *	849,497	209,285	105,082	2,201,177
	Bob McEwen (R)	338,351	19,621	12,412	334,741
	George Voinovich (R)	621,843	17,990	421,173	618,052
Pennsylvania	John Heinz (R) *	588,869	237,957	278,762	1,101,424
Rhode Island	John H. Chafee (R) *	358,517	168,550	87,785	707,863
Tennessee	Jim Sasser (D) *	1,043,185	444,580	135,652	1,087,153
Texas	Lloyd Bentsen (D) *	3,822,477	1,128,769	675,681	3,782,881
Utah	Orrin G. Hatch (R) *	867,457	426,211	265,843	910,924
Vermont ⁴	James M. Jeffords (R)	59,572	38,800	48,557	223,690
Virginia	Paul S. Trible Jr. (R) *	724,560	226,609	208,948	1,439,006
Washington	Daniel J. Evans (R) *	26,330	2,350	19,702	125,597
West Virginia	Robert C. Byrd (D) *	572,962	410,329	40,492	707,701
Wisconsin	William Proxmire (D) **	—	—	—	—
Wyoming	Malcolm Wallop (R) *	215,155	49,000	15,929	217,708

* Incumbent.

¹ Incumbents and challengers who have filed Senate reports.

² And other non-party committees.

³ Includes funds raised since 1982.

⁴ Daub has \$191,684 on hand in his House committee.

⁵ Sen. Robert T. Stafford (R) has announced his retirement.

⁶ Proxmire does not accept campaign contributions.

SOURCE: Federal Election Commission reports

OCBS NEWS POLL

The New York Times

FOR RELEASE 7/25/87
6:30 p.m. EDT

GEORGE BUSH
July 21-22, 1987

The country sees George Bush as very honest but boring, a moderate-to-conservative kind of guy who doesn't always agree with Ronald Reagan but often doesn't say what he believes even though he should.

In a crisis, much of the public would not have confidence in him. On the other hand, Bush ranks as the only high Administration figure tested whom Americans think is telling the truth about his role in the Iran-Contra investigation -- one reason, perhaps, why Bush is still the frontrunner for the Republican presidential nomination nearly eight months after the affair became public.

If Bush wins the nomination, however, he still faces an uphill battle for the White House. The public says it is more likely to vote for a Democrat than a Republican in November, 1988, by a 37%-27% margin. 29% say they will wait to see who is nominated before deciding. The good news for the Republican Party is that Democratic strength, which rose when the Iran-Contra affair first broke, did not rise further as the investigation drew further attention.

More people like Bush than did so late in May. But more people dislike him as well. Once again, his favorable rating (34%, a gain of 5 points since May) is about the same as his unfavorable rating (32%, a gain of 7 points). Among registered Republican primary voters, he is viewed favorably by a 2-to-1 margin, with his unfavorable rating from them rising slightly since May.

This poll was conducted among a nation-wide random sample of 745 adults, including 204 registered Republican primary voters, interviewed by telephone July 21-22, 1987. The error due to sampling could be plus or minus 4 percentage points for results based on the entire sample. The sampling error for Republican voters could be plus or minus 7 percentage points.

This report conforms to the standards of disclosure of the National Council on Public Polls.

funds to the Contras. That number represents an increase in Bush's favor from a 40%-38% split in March.

- * But the public believes Bush is as boring as he is honest. 64% would call him boring or somewhat boring; only 23% would say exciting or somewhat exciting. By a slight margin, however, they think he is strong rather than weak.
- * Bush's much-discussed closeness to Ronald Reagan is not widely noticed by the public. 46% of the country, and 50% of registered Republicans, think that Bush does not share Reagan's views on how to solve the country's problems. 39% think that Bush, when confronted by this division, publicly espouses the President's views over his own. Another 34% believe he simply says nothing at all. The public, however, wants him to behave differently and say what he believes rather than defer to Reagan.
- * Bush appears to have convinced many voters that he shares their political philosophy, whatever it is. By a wide margin, conservatives think he is a conservative; by a smaller margin, moderates think he is one of them. Overall, 36% say he is moderate and 37% say conservative, with the bulk of Republican voters -- 43% -- calling him conservative.

HOW RESPONDENTS SEE THEMSELVES

HOW RESPONDENTS SEE BUSH	<u>Conservative</u>	<u>Moderate</u>	<u>Liberal</u>
Conservative	49%	32%	40%
Moderate	26	47	35
Liberal	9	9	18

DEMOCRATIC CANDIDATES

The Democratic field has seen no major changes since Gary Hart's withdrawal. Half of all Democratic primary voters have no favorite candidate.

CBS NEWS/NEW YORK TIMES POLL
 George Bush & the Presidential Race
 July 21-22, 1987

4. Which comes closer to your opinion? The Vice President's job gives someone especially good experience that should train him to be President, OR the Vice President's job is mostly for show and doesn't really prepare someone to lead the country.

		<u>JULY 87</u>			
	<u>TOTAL</u>	<u>18-29</u>	<u>30-44</u>	<u>45-64</u>	<u>over 64</u>
GOOD EXPERIENCE	44%	54%	37%	42%	40%
DOESN'T PREPARE	47	43	58	45	36
NO OPINION	9	3	5	13	24

18. In the 1988 election for president, do you think you will probably vote for the Republican candidate, OR probably vote for the Democratic candidate?

	<u>REGISTERED VOTERS</u>		
	<u>JULY 87</u>	<u>MAY 87</u>	<u>OCT 86</u>
REPUBLICAN	27%	31%	33%
DEMOCRAT	37	39	32
CAN'T SAY UNTIL CHOSEN (VOL)	29	27	28
NONE/WON'T VOTE (VOL)	1	1	1
NO OPINION	6	2	6

20. Who do you want the Republicans to nominate for President in 1988 -- George Bush, Robert Dole, Pete duPont, Alexander Haig, Jack Kemp, Paul Laxalt, or Pat Robertson?

	<u>JULY 87 REGISTERED REPUBLICAN VOTERS</u>	<u>MAY 87 REGISTERED REPUBLICAN VOTERS</u>
BUSH	34%	35%
DOLE	23	19
DUPONT	6	2
HAIG	3	3
KEMP	10	8
LAXALT	1	3
ROBERTSON	6	6
SOMEONE ELSE (VOL)	1	1
NO ONE	6	4
NO OPINION	10	19

20a. IF PERSON NAMED, ASK: Is your mind made up, or is it still too early to say for sure?

MADE UP	17%	16%
TOO EARLY	67	61
NO OPINION	--	--

22. Is there anything in particular that you like about George Bush?

JULY 87

	<u>TOTAL</u>	<u>REPUBLICAN PRIMARY VOTERS</u>
PERSONAL QUALITIES, GENERAL	5%	4%
EXPERIENCE, GENERAL	3	6
EXPERIENCE AS V.P.	3	4
HONEST	3	4
ISSUES, GENERAL	2	1
CLOSE TO REAGAN	1	1
IRAN/CONTRA ROLE	1	1
ROLE IN REAGAN ADMIN.	1	1
SPEAKS WELL	1	4
DECISIVE	1	--
FAIR	1	--
INTELLIGENT	1	2
FROM TEXAS	1	2
FAMILY	1	--
EVERYTHING	3	2
NOTHING	63	61
NO OPINION	9	3

24. Do you think of George Bush as weak, or strong, or in between?

JULY 87

	<u>TOTAL</u>	<u>REPUBLICAN PRIMARY VOTERS</u>
WEAK	19%	15%
STRONG	17	22
IN BETWEEN	55	59
NO OPINION	9	4

24a. IF IN BETWEEN OR NO OPINION, ASK: Well, is he closer to weak, or closer to strong?

WEAK	19%	15%
SOMEWHAT WEAK	24	23
IN BETWEEN	7	3
SOMEWHAT STRONG	27	33
STRONG	17	22
NO OPINION	6	4

25. Do you think of George Bush as honest, or dishonest, or in between?

HONEST	57%	70%
DISHONEST	6	2
IN BETWEEN	29	26
NO OPINION	8	2

27. In politics, do you think of George Bush as a liberal, a moderate, or a conservative?

	<u>JULY 87</u>	
	<u>TOTAL</u>	<u>REPUBLICAN PRIMARY VOTERS</u>
LIBERAL	10%	13%
MODERATE	36	43
CONSERVATIVE	37	33
NO OPINION	17	11

28. Do you have confidence in George Bush's ability to deal with a crisis, or would you feel uneasy about him?

	<u>JULY 87</u>		<u>JAN 87</u>
	<u>TOTAL</u>	<u>REPUBLICAN PRIMARY VOTERS</u>	<u>TOTAL</u>
CONFIDENT	42%	52%	43%
UNEASY	47	42	43
NO OPINION	11	6	14

29. Generally speaking, do you think George Bush has the same opinions as Ronald Reagan about how to solve the country's problems, or doesn't he?

	<u>JULY 87</u>	
	<u>TOTAL</u>	<u>REPUBLICAN PRIMARY VOTERS</u>
SAME AS REAGAN	37%	40%
NOT SAME	46	50
DEPENDS (VOL)	3	3
NO OPINION	14	7

September 21, 1987

Dear Ed:

Just a note to say how disappointed Nancy and I were that you weren't invited to come out and say hello when we landed in New York yesterday. It seems that the security people preferred that no one greet us outside on our first arrival at a your new heliport. I regret that this didn't come to my attention, because Nancy and I look forward to seeing you whenever we are in New York.

Although you weren't there in person, your influence was evident. The gracious hospitality and superb arrangements that Nancy and I have experienced on all of our trips to the Big Apple is warmly appreciated.

Please accept our warmest regards, and know that we look forward to seeing you on our next trip.

Sincerely,

THE WHITE HOUSE

WASHINGTON

September 21, 1987

MEMORANDUM FOR HOWARD H. BAKER, JR.

FROM: THOMAS C. GRISCOM

SUBJECT: ADVANCE OPERATION - POST BILL HENKEL

Bill Henkel's departure on September 25th is going to necessitate some adjustment in the management of, and communication with, the Advance Office. I think it is fair to say that the Advance Office occupies a unique niche in the scheme of things here in the White House and that Bill himself has fulfilled a unique role in shaping the President's external appearances over the past five years. Thankfully, there is a logical and well-prepared successor in Jim Hooley, who has handled day-to-day management of Presidential events as Director of Advance under Bill's guidance.

To describe the way Bill and Jim have handled it until now briefly, Bill's role in this specific area has been to listen to the desires and objectives of the President, the Chief of Staff and other Senior Staff - to listen with an eye and ear as to how these objectives can best be translated into Presidential activities or travel plans that illustrate or communicate the message.

Having done so, Bill would direct the Advance Office to develop and deliver a thematically, photogenically, politically and geographically appropriate environment for a Presidential appearance. This, Jim would do, including personally visiting and approving the proposed site and submitting to you through Bill an event concept memo for your approval. The Advance people are responsible for the logistic coordination and production of the event itself under Jim's direct supervision and Bill's overall responsibility.

I believe that this system works very well and has produced excellent results for the President and three Chief of Staff over the years. The important thing is to keep the system on track now that Bill is leaving. Happily, I think it will be a relatively easy transition - but, like any other, it involves some important considerations.

The Advance Office itself currently enjoys a remarkable longevity and depth of experience in its staff. Jim Hooley has been the

9/21/87 4:30 p.m.

Director for the past two years, having served before that as Deputy Director and having worked for Ronald Reagan for ten years. Taken with the next three senior Advance Office members, this represents a cumulative 28 years of service to the President.

With Bill Henkel's arrival in 1982, he instituted a system of standardized and well-structured reporting and control procedures - including site surveys, the Event Concept Memo which you regularly receive, pre-advances, trip meetings, uniform schedules, etc., which have brought consistency and quality to the office.

Thirdly, during this entire Presidency, the Advance Office has had one, and only one constituent - Ronald Reagan. Other offices are usually structured to contend with outside "clients" of one type or another - the Cabinet Congress, the Media, DOD, State, etc. I believe part of the Advance Office's good record to date stems from the fact that they can do what's best for Ronald Reagan (and his White House Staff) day in and day out without fear of reprisal from secondary or tertiary "clients."

These three elements: depth, consistency and autonomy, are the three best aspects of the Advance Office and need to be maintained. The role Bill has performed so well has to be continued. To expand on this role just a bit, it consists of more than a purely intermediary function - it has also served as a voice for that "institutional memory" contained in the Advance Office, advising us on what works well for the President personally; how best to shape a Presidential event and projecting, (often with remarkable accuracy) the impact of Presidential public activities before it's too late to improve them. Finally, it helps arbitrate overlapping or conflicting opinions that naturally crop up around any decision involving Presidential appearances, be they related to security, media issues or just simply too many people trying to accomplish too many different things all at once.

The best way to insure that this function continues is to instill in Jim Hooley the trust and responsibility that were placed in Bill. This "annointing" must be evident to any who would think that there might be a void created, or a lessening of authority of the institution of the Advance operation with Bill's departure. The clear demonstration of a "succession" is important to protect Jim (and his people, and, in many ways, the the system itself) from any time-wasting need to establish himself as the "new" Bill Henkel. Jim will not have time to do this, as he will now have to retain as many of his existing responsibilities as he feels comfortable with and delegate the balance to his staff. I believe his staff is ready and willing for added responsibility. I intend to talk to Jim about things we can do to make sure we don't lose any of his good people.

9/21/87 4:30 p.m.

THE WHITE HOUSE
WASHINGTON

Edited
draft

September 18, 1987

MEMORANDUM FOR HOWARD H. BAKER, JR.

FROM: THOMAS GRISCOM

SUBJECT: ADVANCE OPERATION - POST BILL HENKEL

Bill Henkel's departure on September 25th is going to necessitate some adjustment in the management of, and communication with, the Advance Office. I think it is fair to say that the Advance Office occupies a unique niche in the scheme of things here in the White House and that Bill himself has fulfilled a unique role in shaping the President's external appearances over the past five years. Thankfully, there is a logical and well-prepared successor in Jim Hooley, who has handled day-to-day management of Presidential events as Director of Advance under Bill's guidance.

To describe the way Bill and Jim have handled it until now briefly, Bill's role in this specific area has been to listen to the desires and objectives of the President, the Chief of Staff and other Senior Staff - to listen with an eye and ear as to how these objectives can best be translated into Presidential activities or travel plans that illustrate or communicate the message.

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these

I believe that this system works very well and has produced excellent results for the President and three Chief of Staff over the years. The important thing is to keep the system on track now that Bill is leaving. Happily, I think it will be a relatively easy transition - but, like any other, it involves some important considerations.

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Thirdly, during this entire Presidency, the Advance Office has had one, and only one constituent - Ronald Reagan. Other offices are usually structured to contend with outside "clients" of one type or another - the Cabinet Congress, the Media, DOD, State, etc. I believe part of the Advance Office's good record to date stems from the fact that they can do what's best for Ronald Reagan (and his White House Staff) day in and day out without fear of reprisal from secondary or tertiary "clients."

These three elements: depth, consistency and autonomy, are the three best aspects of the Advance Office and need to be maintained. The role Bill has performed so well has to be continued. To expand on this role just a bit, it consists of more than a purely intermediary function - it has also served as a voice for that "institutional memory" contained in the Advance Office, advising us on what works well for the President personally; how best to shape a Presidential event and projecting, (often with remarkable accuracy) the impact of Presidential public activities before it's too late to improve them. Finally, it helps arbitrate overlapping or conflicting opinions that naturally crop up around any decision involving Presidential appearances, be they related to security, media issues or just simply too many people trying to accomplish too many different things all at once.

The best way to insure that this function continues is to instill in Jim Hooley the trust and responsibility that were placed in Bill. This "annointing" must be evident to any who would think that there might be a void created, or a lessening of authority of the institution of the Advance operation with Bill's departure. The clear demonstration of a "succession" is important to protect Jim (and his people, and, in many ways, the the system itself) from any time-wasting need to establish himself as "new" Bill Henkel. Jim will not have time to do this, as he will now have to retain as many of his existing responsibilities as he felt comfortable with and delegate the balance to his staff. I believe his staff is ready and willing for added responsibility. I intend to talk to Jim about things we can do to make sure we don't lose any of his good people.

One of the first things that I think we can do to solidify Jim's position and clearly demonstrate that he is assuming Bill's role is to move him here into the West Wing. This would also make clear to Jim that he has our confidence in his ability to assume this role. Additionally, so much of what Jim needs to do is accomplished more or less informally, in ad hoc meetings, hallway discussions, dropping in and out of meetings - generally being available that the way he'll be moving around. I'd like him as close as possible when he's here. I cannot see a smooth transition without it.



Chapter One

INTRODUCTION

Director of
The Presidential Advance Office
Director

The Presidential Advance Office is responsible for planning, organizing, leading and controlling the preparation of the President's public activities inside and outside the White House, and is accountable for the successful execution of those events.

The *primary* function of the Presidential Advance Office is to act as the information center for all the elements involved with implementing a Presidential event. Due to the number of interests concerned, failure to have a single source of direction would lead to duplication at the expense of efficiency and could potentially have a negative impact on the image of the Presidency. Straight, clear lines of direction and communication are therefore absolutely essential.

A. The Presidential Advance Office's Principal Accountabilities are: *very close w/ relat w/ Fred Ryan*

1. To ~~assist in formulating~~ *formulate* Presidential trip concepts and events recommendations, ~~maintaining a close relationship with the Presidential Scheduling and Appointments Director and by creating background information on potential events.~~
2. To originate detailed survey reports on potential Presidential events by conducting on-site surveys.
3. To coordinate the collection and dissemination of all information for approved Presidential events by a regular distribution system between the United States Secret Service, the Special Support Group, and the White House Press Office, Congressional Affairs, Political Affairs, Intergovernmental Affairs, ~~Communications~~ and Speechwriting Offices. Others will be included on a per trip basis. This coordination will extend to the State Department and the National Security Council on all international Presidential travel.
4. To conduct ~~trip meetings with representatives of above agencies and offices to plan pre-advances, to establish advance teams, to define basic trip concepts and to direct the pre-advance team, which determines the logistical requirements and The President's activities.~~
5. To prepare decision memorandums containing a proposed schedule with options and recommendations for the ~~Deputy Chief of Staff~~ *C.O.S.*
6. ~~To execute and control the advance delegating to the Lead Advance the overall responsibility and accountability for the event.~~
7. To prepare and distribute The President's personal schedule and the detailed staff schedule.
8. To determine the physical and logistical requirements for the White House Press Corps, to assist producing the press schedule and to devise coverage and staging recommendations to ensure appropriate media coverage of The Presidential events.
9. ~~To devise continuous recruiting, training and proficiency programs to provide top caliber professionals as members of the Presidential advance team.~~
10. ~~To ensure appropriate follow-up and acknowledgment to event contributors (thank you letters, photos, etc.).~~
11. ~~To establish appropriate files, information and data resources on past events and additional information useful for future events.~~

Write Hs. Opns (and its supp units) N.S.C.
conduct pre-advances which determines the President's schedule and the logistical requirements to support the President's activities
(Yes)

new b. Prep for Cojs a manifests for all Presidential movements and accommodations.

APPROVE _____

DISAPPROVE _____

In addition, I recommend ^{that} the following areas of responsibility, which are now shared by Bill and Jim, be ~~transferred~~ retained by Jim under my supervision.

1.

2.

3.

4.

5.

6.

7.

8.

9.

~~IS~~ ^{regular attendee at} ~~principal attendee~~ ~~at~~ the Senior Staff Meeting, the Deputy Chief of Staff's 24/7 hr. Meeting, ~~and~~ and a principal member of the Planning Group and all NSC travel-related Planning Groups.

Approve _____

Disapprove _____

THE WHITE HOUSE

WASHINGTON

September 21, 1987

MEMORANDUM FOR HOWARD H. BAKER, JR.

FROM: THOMAS C. GRISCOM

SUBJECT: ADVANCE OPERATION - POST BILL HENKEL

Bill Henkel's departure on September 25th is going to necessitate some adjustment in the management of, and communication with, the Advance Office. I think it is fair to say that the Advance Office occupies a unique niche in the scheme of things here in the White House and that Bill himself has fulfilled a unique role in shaping the President's external appearances over the past five years. Thankfully, there is a logical and well-prepared successor in Jim Hooley, who has handled day-to-day management of Presidential events as Director of Advance under Bill's guidance.

To describe the way Bill and Jim have handled it until now briefly, Bill's role in this specific area has been to listen to the desires and objectives of the President, the Chief of Staff and other Senior Staff - to listen with an eye and ear as to how these objectives can best be translated into Presidential activities or travel plans that illustrate or communicate the message.

Having done so, Bill would direct the Advance Office to develop and deliver a thematically, photogenically, politically and geographically appropriate environment for a Presidential appearance. This, Jim would do, including personally visiting and approving the proposed site and submitting to you through Bill an event concept memo for your approval. The Advance people are responsible for the logistic coordination and production of the event itself under Jim's direct supervision and Bill's overall responsibility.

I believe that this system works very well and has produced excellent results for the President and three Chief of Staff over the years. The important thing is to keep the system on track now that Bill is leaving. Happily, I think it will be a relatively easy transition - but, like any other, it involves some important considerations.

The Advance Office itself currently enjoys a remarkable longevity and depth of experience in its staff. Jim Hooley has been the

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Over the last six months, I have had the opportunity to work closely with Bill and the advance operation through my position as director of communication and planning. We have been able to coordinate all travel, logistical, scheduling functions within one area of the White House. With this change, I would expect that those functions which have been under my direction will continue and that Jim will become the coordination point. These include ~~in~~ Air Force One/Marine One manifests, all Presidential travel, advance and logistical support.

Director for the past two years, having served before that as Deputy Director and having worked for Ronald Reagan for ten years. Taken with the next three senior Advance Office members, this represents a cumulative 28 years of service to the President.

With Bill Henkel's arrival in 1982, he instituted a system of standardized and well-structured reporting and control procedures - including site surveys, the Event Concept Memo which you regularly receive, pre-advances, trip meetings, uniform schedules, etc., which have brought consistency and quality to the office.

Thirdly, during this entire Presidency, the Advance Office has had one, and only one constituent - Ronald Reagan. Other offices are usually structured to contend with outside "clients" of one type or another - the Cabinet Congress, the Media, DOD, State, etc. I believe part of the Advance Office's good record to date stems from the fact that they can do what's best for Ronald Reagan (and his White House Staff) day in and day out without fear of reprisal from secondary or tertiary "clients."

These three elements: depth, consistency and autonomy, are the three best aspects of the Advance Office and need to be maintained. The role Bill has performed so well has to be continued. To expand on this role just a bit, it consists of more than a purely intermediary function - it has also served as a voice for that "institutional memory" contained in the Advance Office, advising us on what works well for the President personally; how best to shape a Presidential event and projecting, (often with remarkable accuracy) the impact of Presidential public activities before it's too late to improve them. Finally, it helps arbitrate overlapping or conflicting opinions that naturally crop up around any decision involving Presidential appearances, be they related to security, media issues or just simply too many people trying to accomplish too many different things all at once.

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The best way to insure that this function continues is to instill in Jim Hooley the trust and responsibility that were placed in Bill. This "annointing" must be evident to any who would think that there might be a void created, or a lessening of authority of the institution of the Advance operation with Bill's departure. The clear demonstration of a "succession" is important to protect Jim (and his people, and, in many ways, the the system itself) from any time-wasting need to establish himself as the "new" Bill Henkel. Jim will not have time to do this, as he will now have to retain as many of his existing responsibilities as he feels comfortable with and delegate the balance to his staff. I believe his staff is ready and willing for added responsibility. I intend to talk to Jim about things we can do to make sure we don't lose any of his good people.

One of the first things that I think we can do to solidify Jim's position and clearly demonstrate that he is assuming Bill's role is to move him here into the West Wing. This would also make clear to Jim that he has our confidence in his ability to assume this role. Additionally, so much of what Jim needs to do is accomplished more or less informally, in ad hoc meetings, hallway discussions, dropping in and out of meetings - generally being available that the way he'll be moving around, I'd like him as close as possible when he's here. I cannot see a smooth transition without it.

In addition, I recommend that the following areas of responsibility until now shared by Bill and Jim be retained by Jim under my supervision:

- Responsible for planning, organizing, leading and controlling preparation of the President's public activities inside and outside the White House, and is accountable for the successful execution of those events.
- Acts as the information center for all elements involved in implementing a Presidential event. Due to the number of interests concerned, failure to have a single source of direction would lead to duplication at the expense of efficiency and could potentially have a negative impact on the image of the Presidency.
- Formulates Presidential trip concepts and event recommendations (in a close working relationship with the Scheduling Office) and creates background information on potential events.
- Originates detailed survey reports on potential Presidential events by conducting on-site surveys.
- Coordinates the collection and dissemination of all information for approved Presidential events via a regular distribution system between the Secret Service, the White House Operations Office (Staff Secretariat, White House Military, White House Administrative Office, etc.) the Press Office, Congressional Affairs, Political Affairs, Intergovernmental Affairs, Speechwriting, and the National Security Council Offices. Others will be included on a per-trip basis as appropriate.
- Conducts Pre-advances which determine the President's schedule for a given trip and the logistical requirements to support the President's activities; establishes and assigns advance teams, defines basic trip concepts and directs the Pre-advance team.
- Prepares decision memoranda containing proposed schedule options and recommendations for the Chief of Staff.

- Executes and controls the advance preparations for a Presidential visit and assumes overall responsibility and accountability for events.
- Prepares and distributes the President's Personal Schedule and the Detailed Staff Schedule.
- Oversees Press Advance Operations and determines the physical and logistical requirements for the White House Press Corps, assists in production of the Press Schedule and devises coverage and staging recommendations to ensure appropriate media coverage of Presidential events.
- Recruits, trains and develops proficiency programs to provide high caliber professional volunteers as members of the Presidential Advance Team.
- Prepares for the Chief of Staff, manifests for all Presidential movements; and determines and assigns accommodations for the President and his staff when required.
- Regularly attends all meetings pertinent to development of the President's activities, including the Senior Staff Meeting, the Deputy Chief of Staff's 24/48 Hour Meeting, and the Long-Range Scheduling Meetings. Also, serves as a principal of the Planning Group and all NSC Presidential activity-related planning groups.

Approve _____ Disapprove _____