

Ronald Reagan Presidential Library Digital Library Collections

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

Collection: Green, Max: Files, Series
I: Kojelis-Green Subject File
Folder Title: Advance 03/04/1987
Box: 2

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

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

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

THE WHITE HOUSE
WASHINGTON

February 20, 1987

MEMORANDUM TO PROJECT OFFICERS

FROM: ADVANCE STAFF

SUBJECT: SEATING CAPACITY FOR PRESIDENTIAL EVENTS

Below are figures from Jean Lamb, White House Administrative Officer, and the Social Office regarding seating capacity for rooms in OEOB and the East Room that are used for Presidential events. We thought this would be helpful to have when developing guest lists for Presidential events.

Indian Treaty Room

- with press (seated) 80 maximum
- without press (seated) 110 max.
- with press (standing) 175
- without press (standing) 200

450 Briefing Room

- with press 177 max.
- without press 227 max.
- video taping 212 max.

East Room

- with press (seated) 230 max.
- without press (seated) 250
- with press (standing) 325 max.
- without press (standing) 350

We often forget that even with "in-house" events the President travels with a staff of 4-8 people that need standing room in events. We would love your help in leaving aisle space for them during events. Also, we shouldn't forget that photographers need room to move about during events to capture THE photo!

The Press Office says that although every event is different, 30-40 members of the Press corps can be expected at an "Open Photo/Writing Pool" event.

IN-HOUSE EVENT CHECKLIST

EVENT: _____ DATE: _____ TIME: _____

LOCATION: 450 OEOB, Indian Treaty Rm., Rose Garden or South Lawn

WALKTHROUGH/MEETING scheduled for: _____
Location: _____

CONTACT:

Project Officer: _____ X _____ Jean Lamb _____ X2500
(Name: _____) (Administration)

WHCA: _____ x4220 Press (Mark) _____ X2100

USSS-UD: Lt. Sexton _____ X4420 USSS-PPD _____ X6341

450: D. Stewart _____ X6073

If Rose Garden/South Lawn:

Ushers _____ X2650 Social Office _____ X7064
(Kathy Fenton)

NOTES:

Sweep time? _____ How many guests? _____

Time guests arrive? _____ Admittance List provided? _____

Someone will be at door with list on day of event? _____

How many chairs on dais? _____

Seated on dais: _____

Seat/Toe Cards ordered for: _____
(Calligraphy X2510)

12/09/86 4:30 p.m.

Flags? _____ Back-drop, banner or logo? _____

Press Coverage? _____ Press set-up time? _____

Program begins? _____ President's arrival time? _____

Special Presentation (describe)? _____

Length of Remarks? _____

If Rose Garden, where is dais (steps or north side)? _____

If Rose Garden, what is rain site? _____

Scenario distributed to: J. Hooley _____
J. Kuhn _____
Project Ofcr. _____
W. Henkel _____
D. Thomas _____
T. Dawson _____

Set up appointment and go over scenario in detail with J. Kuhn on
day of event

Complete File _____ (Any follow-up necessary - i.e. gifts,
thank you's, etc.)

Program as described by Project Officer:

12/09/86 4:30 p.m.

THE WHITE HOUSE
WASHINGTON

February 19, 1987

MEMORANDUM TO PUBLIC LIAISON STAFF

FROM: ADVANCE STAFF

SUBJECT: ADVANCE MANUAL EXCERPT

The attached is excerpted from the Introductory chapter of the Advance Operation Manual and is used by the members of this office for training purposes on Presidential events.

You will probably find that most of what you read applies more to trips on the road rather than "In-House" events but the general ideas are the same regardless of the type of event. We hope that this will help you to understand our role and perhaps answer some questions about our office that you may have.

Chapter One

INTRODUCTION

The Presidential Advance Office

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:

1. To assist in formulating Presidential trip concepts and events recommendations by 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.
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.

B. Time Compression

The certitude of the time of a scheduled Presidential event makes *time* the Advance Office's and the Advance Team's greatest problem and challenge. Time compression effects the operation from the start of the advance to the arrival of the press corps and the President. Therefore, time management and clear, unambiguous lines of communication are essential. This manual contains proven and effective techniques; however, it is not exhaustive. As a result, common sense, efficient work habits and time management are your most proven resources.

C. Team Concept

The implementation of Presidential public events requires a high level of cooperation between potentially competing interests. The only proven method to alleviate this potential conflict has been the development of a *Team Concept* which requires a thorough understanding and awareness of each of the members of the White House Advance Team's problems and requirements. However, the cohesiveness and effectiveness of the team is predicated on the leadership function performed by the Advance Office and the Advanceman.

Because he is completely responsible for the final outcome of an event, it is necessary that an Advanceman understands the general functions and capabilities of his team members and the agencies they represent.

1. The *Secret Service Advance Agent* makes all arrangements related to the security of The President. He helps the Advanceman determine such factors as Presidential movements, crowd access and staging, motorcade routes, and coordinates the activities of the local law enforcement agencies. Remember, the Secret Service Agent should not and will not become directly involved with the local political situation, except when Presidential safety is involved.

The Secret Service has an awesome responsibility, and the Advanceman must be understanding of this individual's unique role, but do not be intimidated by what might *not* appear to be valid or reasonable security requests. In such cases, frank, open communication is the best means of resolving differences. If resolution is not possible to both parties' satisfaction, the Advanceman should communicate with the Advance Office of higher level resolution.

2. The Military Aide acts as the focal point for all military support provided to The President and The White House staff. He is responsible for making the necessary arrangements so that The President is always able to carry out his Constitutional duties as Commander-in-Chief of the United States Armed Forces. The Military Aide, as the representative of the Director of Special Support Services, directs the efforts of a military advance element consisting of one or more of the following: Air Force One, HMX-1, White House Communications Agency, White House Staff Mess (stewards), White House Medical Unit, White House Transportation Agency ("carpet" and baggage handlers).

Any matter pertaining to the military, to include local military units as well as the above mentioned agencies, should be coordinated with the Military Aide assigned the event.

A Military Aide will take part in all surveys, pre-advances and advances. An Aide will be in place prior to The President's arrival at most out of town events. Of course, one of the Military Aides always accompanies The President *anytime* he leaves the White House, whether its to the Old Executive Office Building, to California or overseas.

3. The *White House Communications Agency (WHCA)* Trip Officer reports to the Military Aide and is responsible for providing Presidential and staff communications support. Depending upon the nature of the event, WHCA may also be responsible for audio-visual support, lighting and power.

4. The *White House Press Advance* representative determines the physical and logistical requirements needed to insure adequate press coverage. It is the Advanceman's *responsibility*, working in conjunction with the Press Advanceman, to insure that these requirements are fulfilled and ready. The Advanceman consults the Press Advanceman for recommendations on the staging of an event, particularly the manner in which the event will be covered by the press. The final outcome of *any* event is determined, to a great extent, by the manner in which the press interprets it. The Press Advanceman provides expertise to insure the proper conditions to cover the event. He coordinates all the movements of the White House Press Corps during The Presidential trip. The Advanceman should always consult the Press Advanceman on any arrangements being made for the White House Press Corps or The President's public activities during the trip.

D. Presidential Advancing

Advancing is an art! It is the exhaustive, detailed planning that makes each Presidential trip and event appear to be an *effortless* success. An incredible diversity of activities are involved: organizing the efforts of local citizens or sponsoring groups anxious to host The President; publicizing The President's impending visit; deciding where and how The President will go; working with the White House support team on a myriad of details from press coverage to motorcades; coordinating the audio/visual requirements with the White House Communications Agency; assisting and guiding local efforts to provide the proper atmosphere; providing suggestions and guidance on the use of "color" to add a tenor of dignity, gaiety and/or spontaneity to a visit; arranging for the right people to be in all the right places at the right time; meeting with governors, mayors and business and labor leaders and working with them in such a manner that they feel comfortable and at ease around the President, while following what the schedule requires; and above all, anticipating potential problems and having solutions available!

E. The Presidential Advanceman

He is always a *manager* — integrating and coordinating a number of dissimilar functions, all of which contribute to the achievement of a successful Presidential event. He is the *leader* of a highly professional and dedicated team of White House experts. He is *The President's personal representative* and, in many cases, is the first tangible contact the local people have ever had with the White House. Thus, his authority and responsibilities are substantial and special care must be taken to ensure this trust is not violated. He is constantly being scrutinized, and so his deportment must be exceptional. He possesses a rare combination of characteristics and abilities: he is the decision maker, graced with a tremendous amount of common sense and good judgment; he is diplomatic, yet forceful; he has the ability to anticipate and view matters in their overall context and not get consumed by unimportant details; he is resourceful and has a unique ability to organize people, things, and his own time; he has the answers; in short, he can get the job done in a manner becoming a personal representative of The President. Yet The Presidential Advanceman must accomplish these things in an *anonymous* fashion — gladly giving the credit for a successful visit to the local people or event sponsors.

F. The Influence and the Responsibility

Advancing The President is one of the most rewarding *and* most difficult jobs an individual can undertake. Designated to serve as the personal representative of The President of the United States, The Presidential Advanceman simultaneously assumes tremendous influence and responsibility. During the course of planning and conducting a Presidential appearance or visit, the Advanceman must delegate some of his authority to the team he directs, but the responsibility — the full responsibility—for the final outcome of the event is his *alone*.

During each advance, a Presidential Advanceman is frequently the first direct contact any American citizen has with the White House. Except through the distant, impersonal medium of television, millions have never seen The President, Air Force One, or even a representative of The President. To these people, the Advanceman represents an awesome amount of power and authority. The

Advanceman must quickly recognize this new responsibility and use it judiciously and effectively, working with a guiding hand to produce a memorable Presidential visit which is efficient, timely and smooth; yet, it must be a visit that does not leave the impression in anyone's mind that members of The President's staff are "heavy handed." The Advanceman must learn to coax and prod, not push; to pull people along in his wake, not shove them.

The only textbook for this job is a thorough knowledge of techniques proven successful in the past. Yet, never forget that every Presidential appearance is unique in some respect. The ever-changing requirements make *common sense* an Advanceman's most important asset.

G. The Team

The Advanceman's White House contact is the Advance Office. Starting with the basics of the proposed site, date, and rationale for a Presidential appearance, it is the Advance Office which is the Advanceman's key source for all necessary information. The Advanceman submits, to the office, tentative schedules for final approval and questions relating to the event on all matters requiring Presidential-level mediation or decisions. An Advanceman should not feel that his is losing control if he has to ask the Advance Office for advice or assistance for it is a wise and prudent person who can be honest to himself. He should keep the Advance Office up-to-date on the progress of the advance. on the other hand, the Advanceman should not bother the Advance Office with trivia that can and should be handled by himself. *Call for necessities, not niceties!*

Working with the Presidential Advanceman will be a team of elite professionals, each of whom is an acknowledged expert in his field. They are:

1. Secret Service Lead Advance Agent
2. White House Press Advance Representatives
3. Military Aide
4. White House Communications Agency Trip Officer
5. The Presidential Watch (Stewards)

Also, the team usually includes Air Force One and HMX Advance representatives, a White House Medical Unit Representative, a White House Transportation Office Representative and others, depending upon the event.

As head of this team, the Advanceman coordinates all information provided him by these experts and uses it to make all major decisions or recommendations affecting the advance. Because of the great number of decisions an Advanceman must make all day, every day, even the most experienced Advanceman is going to make some wrong decisions. The only avenue to success is to acknowledge a mistake as soon as it becomes apparent and correct it immediately. Personal pride, stubbornness or fear of embarrassment can never be allowed to influence an Advanceman or hinder a Presidential advance.

Personal availability is a major responsibility of the Advanceman. The team is trained to come to the Advanceman with both facts and questions, and they expect and deserve immediate decisions and answers. An Advanceman who is unavailable for even a few hours is sure to find his entire operation seriously bogged down — the team cannot and should not operate without the Advanceman's direction.

In order for team members to function at peak efficiency at all times, it is up to the Advanceman to hold daily meetings to keep everyone posted on the progress of the advance and on his regular telephone conversations with the Advance Office, so that they know immediately when plans concerning their activities are confirmed, changed or canceled.

H. The Trip Coordinator

The pre-advance usually is scheduled approximately one week from The President's trip and the advance teams are usually left in place. The Trip Coordinator accompanies the pre-advance and returns to Washington to coordinate the trip from The White House.

1. *Regan Memorandum.* Is developed with Jim Hooley from information obtained on the pre-advance and includes the event(s) concepts, optional events, questions, recommended press coverage and a proposed summary schedule. The original and a copy are sent to Bill Henkel and copies are given to Jim Kuhn, Scheduling Office, Press Office and other offices as they pertain (see TAB C for example). Attached is a "personalized" version for the President (see Attachment B "Approved Memorandums" for detailed explanation).
2. *Trip Meeting.* The Trip Coordinator schedules a trip meeting, secures a meeting room, contacts the appropriate White House offices, attends the meeting and ensures that briefing papers are assigned. The trip meeting usually is scheduled after the Regan Memorandum and proposed schedule have been approved by Donald Regan, copies of which are distributed at the meeting. (See Section One for list of attendees.)
3. *White House Senior Staff Memorandum.* A memorandum to selected senior staff and logistical support offices with the approved summary schedule. This is done immediately following approval of the Regan Memo. This memorandum also points out any potential problems or questions in regard to the trip.
4. *Traveling Guest and Staff Memorandum.* This memorandum, issued two days prior to an event, should include all departure instructions, expected weather information, any special dress requirements and any other special instructions (see TAB C for example).
5. *Detailed Schedule.* Is developed with the Advanceman and Jim Hooley, paying close attention to guest/staff instructions, diagrams, manifests, motorcade assignments, and hotel lists to ensure that all traveling guests and staff are accounted for.

Detailed schedules generally *must* be printed and distributed by 3:00 p.m. the day prior to the trip or event. Even if the Trip Coordinator will be unable to meet the 3:00 p.m. deadline for the detailed schedule, The President's personal schedule must be distributed prior to 3:00 p.m.

6. *President's Personal Schedule.* It is written by the Trip Coordinator for The President's personal use and is kept as brief as possible. His schedule always must include pertinent information such as guests aboard Air Force One and Marine One, Limo guests, greeters, etc. The original and copies are delivered to David Chew. Marty Coyne receives an additional original for the First Lady (regardless of her participation) and Jim Kuhn receives a copy. (see Attachment C for example).
7. *Henkel/Hooley Briefing.* The Trip Coordinator consults with Jim Hooley and Bill Henkel for final review of the detail and personal schedule.
8. *Press Announcement.* A trip is never official until it has been announced by the White House Press Office. It is the responsibility of the Trip Coordinator to find out from them when the announcement will be made and advise Jim Hooley and the Staff and Press Advancemen. This is critical so that details of the trip are not leaked prior to an official announcement.
9. *In-House Events.* In addition to the above responsibilities, the Trip Coordinator is also responsible for coordinating and advancing in-house events where there is press coverage or any special logistical requirements. This includes events located in the West Wing, Rose Garden, South Grounds and OEOB. These events are generally categorized as follows (see TAB E for checklists).

The Trip Coordinator is specifically responsible for coordinating with the assigned Project Officer(s), the Usher's Office, USSS, WHCA, Press Office, Scheduling Office, Speechwriters and Jim Kuhn. Not only is the Trip Coordinator responsible for ensuring that the event is smoothly run but that The President's participation is appropriate. The Trip Coordinator

additionally is responsible for producing and distributing a "Scenario" for the event (see TAB E for example).

I. The Schedule

The Advanceman plays an important part in preparing the schedule (see Appendix for examples). This document guides The President and his party from the time they leave Washington until they return. It has to be accurate down to the last minute and detail. It has to be so thorough that The President and his party could go through the event, in its entirety, if something happened suddenly to the Advanceman and he were unable to fill his usual role during the event. The schedule is the definitive document that allows the Presidential event to stand and proceed by itself. The schedule, itself, is determined through the joint efforts of all members of the advance team and each member of the advance team has to be thoroughly familiar with its content. Most of the information is confidential and the finalized version receives only limited distribution within the White House. It is *never* given to the press. The Press Advanceman, along with Mark Weinberg, prepares a separate Press Schedule that approximates the Detailed Guest and Staff Schedule but excludes a great deal of the detail and information that is not relevant to the press.

J. Remember Details, Television Does

Every Presidential appearance is partially symbolic. Both live and television audiences will have different interpretations of what occurs at an event, affected by a multitude of diverse factors. Included in, but not limited to, these factors are such things as the size, nature, and temperament of the audience their responsiveness to the President's remarks; the layout and configuration of the speech environment; the appearance of the facility, the quality of the decorations, etc. The Advanceman should make every reasonable effort to ensure these factors work to the advantage of The President; with a particular eye towards capturing the "picture" of the event, preconceived during the "storyboard" analysis. The importance of staging, site choice, program content, etc. becomes critical. People should be placed in areas where they have proximity to the Presidential platform and the press area (camera angles) both in front and in back (if approved by the USSS). The President can become more a part of an event if he can "feel" the audience.

K. First Rule of Advance: Never Assume Anything

An Advanceman must *never* assume anything!

Do the members of the audience know to rise when the President enters the room? The Advanceman covers such matters with the sponsor, hoping that he will designate several key people to do so, which enables the audience to key on someone with the assurance that they are doing the proper thing.

Does the audience know to clap when the speech is finished? The Advanceman also discusses this with the key contact, who may have several people on the dais, who stand and lead the applause at the conclusion of The President's remarks.

On the date of the scheduled appearance, will anything be happening in town that will affect The President's visit? The Advanceman finds out. He checks every available source and then keeps checking, informing the Advance Office immediately of such development.

Just because The President is coming, the Advanceman never assumes people will appear. If the public is invited to view an event, the Advanceman insures that such knowledge receives widespread exposure.

The Advanceman plans all day, every day and he plans for all contingencies. He even plans what must be done in case of rain, snow or sleet, even though such weather may be considered a meteorological rarity.

L. Availability and Communications

Personal availability is a major responsibility of the Advanceman. The Advanceman is on call 24 hours a day. Keep WHCA constantly informed of your status and location. It is especially critical during the period before WHCA communications are established to keep in touch with the Advance Office in Washington. The Trip Coordinator must know how to reach you at *all* times.