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Presidential Inaugural Committee - 1981

Second and T Streets, SW
Washington, DC 20599
(202)382-8250

January 22, 1981

To Our Successor:

Attached is the final report of the 1981 Inaugural Parade Committee.
It has four components:

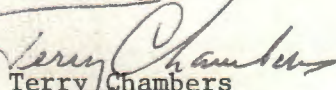
- *A narrative description of the Committee's work including evaluation and recommendations for future parades.
- *General Order Number 1.
- *The Inaugural Parade Fact Book
- *A chronological compilation by date of memorandum, status reports, and correspondence directed by the Committee.

We believe that this report provides an accurate and complete description of the Committee's work. It is hoped it will be a valuable resource document for future Inaugural Parades.

For further information, please contact:

Mr. James Delaney
Federal Emergency Management Agency
Premier Building
1725 "I" Street, NW
Washington, DC 20472

Sincerely,


Terry Chambers
Chairman
Parade Committee

The following observations and conclusions are the personal opinions of the Parade Chairman, and are not recorded in a fashion that is meant to be flattering or self serving. They are a series of honest and constructive statements that might provide some guidance to a future Parade Chairman for a Presidential Inaugural Celebration. Although not recorded officially, many of the systems and "tricks of the trade" utilized in pulling this function together have been generated in twenty five years of experience in staging parades, and eight years of administrative experience at the head of sub cabinet positions in State and Federal Government. Knowing both the principals and the departments of the federal bureaucracies involved made the job much easier.

CHRON FILE

A chronological file of day by day deadlines, copies of correspondence, and instructions to participants tells a complete story of how it was accomplished in 1981. Had this been available to us, a great deal of composition time could have been avoided.

STAFFING

It is recommended that a Parade Chairman be brought on board immediately after the November election. Preselection on a standby basis would be a very sound investment in the final days of the campaign. Prior advice to Regional Coordinators (who were not selected until early December 1980) on proposed policies, would allow local planning to progress before the first Tuesday in November, and allow a nucleus of spokesmen to be developed. Should the election not be ratified in your favor, the files and efforts of a lot of supportive schools could be forwarded to the Parade Chairman, no matter who he might be. We received some excellent applications from apolitical schools that were sent to the wrong party headquarters. Many were received too late to be considered.

In my opinion, in addition to being a dedicated worker, the key to a TEAM effort is to staff with individuals with the cumulative skills, knowledge and following capabilities:

1. An assistant with recent and excellent contacts with the Media (electronic and working).
2. Intimate working knowledge of the Federal Bureaucracy and the ability to circumvent it to accomplish the impossible.
3. Knowledge of the political ramifications on the Hill.
4. Knowledge of the recent campaign personalities and their abilities.
5. Knowledge of the incoming Presidential staff and the Transition Team.
6. An office manager and budget officer to handle all the sub staff and procurement problems.

Day 59	Budget Report
Day 60	Final Draft of General Order
Day 62	Participants Final Status Report
Day 65	News Conference
Day 66	Parade Rehearsal
Day 74	Units Due, Parade Briefing
Day 75	The Parade
Day 78	Final Parade Report

Parade Organization

Following selection of participants, the parade was laid out schematically on large boards and was organized to reflect color, varied size and music. For the first time the stride and cadence of marchers was changed from the traditional military pace of a 30 inch step at 120 steps to the minute to a 28 inch step at 110 steps to the minute. This was done to reduce the elasticity that occurs in many parades in which school bands fall behind the faster military cadence. Bands were separated by equestrian and marching units to prevent the interference and to enable the musical ability of each unit to be more thoroughly appreciated.

Public Relations and Press

An event such as an Inaugural Parade generates intense interest from both the print and electronic media. The necessity for an information capacity was one of the highest priorities of this year's parade committee. Press Releases were issued to the media in every participating community. A Parade Fact Book was compiled describing the organization of this year's parade and describing in detail each participant. This book differed from those produced in past years in the amount of information given and in organization.

The Calendar

Seventy-five (sixty working) days exist between an election and an inauguration. With this deadline in mind, the committee broke down the parade by task and set definite calendar deadlines. Within two weeks of the election, the committee was organized and staffed.

Planning is the key to making it happen on time. Keep the application period open for thirty one days after the election, put out a news release to this effect for your own protection, and then firmly close the door. Beyond that date, you can not evaluate, select and notify these units you want in the Parade, and they do not have the opportunity to make plans for funding, travel, and housing due to the Christmas Holidays. Mail is impossible due to Christmas rush, so plan ahead. A list of deadlines we utilized follows (by lapse time from Election).

Day 13	Committee organized and staffed.
Day 20	Detailed background requested from applicants.
Day 27	Parade applications closed.
Day 34	All participants selected.
Day 37	Acceptances due.
Day 39	Regrets mailed.
Day 40	Initial Status Report sent to all participants.
Day 42	All background fact sheets due.
Day 49	Christmas Holiday
Day 53	Participants Status Report #2

Band Selection

Perhaps because each state was accustomed to having a band in the parade and because in some instances bands were informed prior to the determination as to format, this was the most problematic aspect of the 1981 parade. The committee utilized several criteria borrowed from the Tournament of Roses Parade in Pasadena in making its selections: past performance records, colorful and varied appearance, size and, where available, reputation within the American Bandmaster's Association and the National Band Association. Because no more than twenty five bands could be accommodated in the time frame, selections were made by region with an effort to strike an appropriate geographical balance. After the committee identified potential units, forms were developed to gather information to aid in the process of selection. Files were developed on each possible participant to allow evaluation. Once the decision was made as to participants, invitations were issued. Backup units were identified and utilized whenever an invitation was refused.

Equestrian Units

The task of choosing equestrian units was somewhat simpler due to the expertise and assistance of members of the Armed Forces Inaugural Committee who had local equestrian contacts. Lists of distinguished riding groups from all over the country were compiled and selections were made to add color and variety. A large percentage of the major breeds of horse was utilized with the idea of reflecting America's equestrian heritage. Units were selected on the basis of their representative quality. The American Horse Council assisted in identifying units and in making selections. Costumes reflected the military heritage of the country from Revolutionary times. In a sense, the equestrian units traced the history of America as it moved West and reflected all the famous horses that played such an integral part in building our country. Mules were included and perhaps the most colorful unit was a team of dog sleds flown in from Alaska.

Float Selection

The use of floats was sharply limited due to the timing of the parade, costs, and difficulty of construction. Again selection was by region with all four major geographic regions invited to participate. Coordination of state response was difficult due to timing and organization. Only two floats were finally selected for the parade, one representing Middle America and one representing Southern America (1982 World's Fair).

The Military

In accord with long standing tradition the parade has definite military orientation. Accordingly, each branch of the service and each of the military academies was invited to participate. The dash and flow of the military units add a distinctive and colorful presence to the parade.

The 1981 Inaugural Parade was unique. Unique because of its length - it took less than one hour for the sixty seven units to pass the inaugural stand. Unique because it was a departure from the tradition of having each state represented - selections were made on a regional basis. Unique because of the concept of making it a media event so that millions across the country could vicariously participate in a moment of history.

Theme and Concept

Following the election, President Reagan chose as the theme of his Inauguration, "America - A Great New Beginning". That was also the theme of his Inaugural Parade. With recognition that January weather in Washington is quixotic at best, an early decision was made to keep the parade short. This was also done with an eye to allowing maximum exposure to the television audience.

President Reagan expressed his wish that the parade be representative of American youth and the parade committee determined to fill Pennsylvania Avenue with a "sea of young faces" from every state in the nation. Reflecting the President's Western heritage, an early determination was made to make the parade an equestrian event.

Organization

Following the election, Terry Chambers of California was asked to organize and stage the Inaugural Parade. He formed a Committee to interface with the Armed Forces Inaugural Parade Committee which had been appointed in October. Because of his experience in staging the Inaugural Parade in 1969, Mr. Chambers recognized that it was possible and prudent to merge the Civilian Presidential Inaugural Parade Committee (PIC) with the Armed Forces Committee, thus avoiding duplication and promoting efficiency. The 1981 PIC parade committee had four major components: logistics; equestrian; band and float selection and public relations.

Logistics

Because of the decision to alter the format of the parade and because of the short sixty working day time frame, logistics and organization were crucial. The coordination of paperwork, notification to each state of the modifications in the parade, response to Congressional inquiries, fact selection and communication with participants was accomplished on word processing equipment.

In addition, the myriad of information which had to be gathered from each participant, invitations, veterinary release forms, insurance forms, music selection forms, and instructions kept these word processing machines in constant use. This capability made it possible to generate at high speed all the information for general publication and to produce the 1981 Inaugural Parade Fact Book.

AFIC LIASON

Personnel staffing requirements for Assistants and SubChairmen depend upon the experience and ability of the Chairman. KISS principle (keep it simple "SIR") is the most workable, if you develop a rapport with the AFIC professional military staff. We had the added advantage of having worked together on one other Inaugural, enjoyed the privilege of being able to work with, for, and in "lock step" with some of the greatest professionals I have had the opportunity to know. Without this close rapport and mutual respect, we would have had to employ our own "cast of thousands" to stage a spectacular.

BUDGET

A budget concept for this committee is a farce, in that we do not generate any income for self funding. The chairman has all one can handle without being plagued with the problems for ticket sales in stands. Urge that both construction of stands and filling them be a separate function. The budget committees for an Inaugural get started long after this committee is running at full tilt, so be sure your tracks are covered at the outset, that you have control on what is being obligated for, and the Chairman has the final sign off. Waste always seems to be the by-word in a loose knit structure like the PIC, and you can help keep it to a minimum by tight fiscal control from the outset. In 1981, the following customary "frills" were deleted from previous grandiose concepts:

- No Street Decorations (\$20,000)
- No Theme Float (\$50,000)
- No Sound System and Commentators (\$38,000)
- No Route Bands along the line of march
- Small payroll (6 professionals and 5 staff)
- Best Public Relations man available thus minimum backup
- No decorating space requirements other than one week at Building 137 in the Navy Yard for two floats constructed off site.
- Word processing equipment (two Xerox 860s) installed as demonstrators at no cost.
- Printing of fact books (2500 copies) obtained as a donation without utilizing Inaugural funding.

MINIMUM REQUIRED EQUIPMENT

One assigned car, full time with a staff driver who is knowledgeable in Washington, knows the various government buildings, and can double as office part time help.

A small single copy duplicating machine in the Parade Office. Would pay for itself in reducing the number of copies of various instructions and lists that were printed in multiple copies then outmoded and destroyed. Hazard of releasing the wrong information made this critical.

7. An assistant with Parade, Music, and Equestrian background if the Chairman is weak on any of these vital skills.
(I have no equestrian background, and little music, but long on utilization of both in Parades.)

PUBLIC INFORMATION CAPABILITIES

Locate and hire the most outstanding Public Information Person you can find. Preferably utilize an individual who has prior Armed Forces P.I.C. experience (to know how to work with the Military AFIC public information staff who generate a great deal of information for their part of the parade. I recommend that all Parade oriented contacts with the press be controlled at the Parade Chairman's level through this staff position. If generated through the communications section located outside your office, you will suffer from loss of accuracy and creditability while someone in between attempts to find answers to simple questions.

Through the skills of this individual, the committee generates a fact book used by the media. It should be a series of facts, not prose or script. Each commentator, network, or scribbler will then have correct facts on which to base their own creative efforts. Prose will kill its utilization.

PARTICIPANT BACK LOG

Immediate contact should be made to all Governors offices, Party coordinators, Inaugural offices, (and opposite party offices) to locate all inquiries and applications. Check campaign records for promises made by candidate during the campaign and to eliminate as many rash commitments as possible (tractors, Uncle Sams, Boy Scout groups, etc.). Backlog of inquiries and applications on February 5, 1980 was over 150, and peaked out above 600.

WORD PROCESSING CAPABILITY

Staff the Parade office with a minimum of TWO full time qualified word processing operators (with a part time back up available when the flu bug hits your staff) and the applicable equipment. (We used Xerox 860's very effectively obtained as demonstrators at no cost to the Committee). Set up an expandable recovery system by posted code on both a chart and on the computerized system, so as to know how to locate and utilize all the information fed into the system. Remember - loss of the system means loss of your records, so a periodic OFF SITE copy of all records is a good safeguard against loss by fire, personnel error, or vandalism. We used the trunk of a car as our "dump site", and maintained our accumulating Chron file for this report in that location.

Two word processing units with qualified operators who know the equipment used.

Four electric typewriters (matching type) as a minimum. We could have used several more, for all the professionals typed, and it was much faster than dictating, correcting, and retyping.

Small and compact office space close to the AFIC parade Chairman.

WORKLOAD

Parade committee workload starts immediately and should be maintained at a steady normal 8 hour day. If the Chairman is a sound Administrator, there is no need for the typically confused and prolonged work day. Working close to the military (who quit at 4 PM) made this even more of a necessity, for answers and support were not available late in the afternoon. The 1981 PIC Parade Committee was caught only three nights with prolonged workloads in order to meet printing deadlines. This was occasioned due to slow mail and delay in getting the required information on time. This normalization of working hours did great things for morale, reduced confusion and mistakes (when tired), improved the productivity, and kept everyone healthy and enthusiastic. This was not typical of the majority of other Inauguration committee operations.

MISTAKES (AND HOW TO AVOID SOME OF THEM)

1. My biggest error was allowing the Executive Directors to talk me out of a full time assigned car and qualified driver. The transportation pool cars and drivers were never available when the real crunch occurred, and did not have the knowledge of the town required to be anything other than a new tourist requiring directions (good back-up but undependable). This loss of time and mobility proved more costly than we could afford, and nearly resulted in our failure. I would make this a condition of employment for it is necessary for anyone under this pressure.
2. Assign a budget officer early, and keep very close tabs on meeting due dates. Those charged with overall Inaugural budget process, in my opinion, proved to be inept and not dedicated to getting job done. The bureaucratic foot dragging for procurement and approvals of required expenditures nearly cost us the ability to produce a Parade. With a thorough knowledge of the "Washington system" (we sent outside the PIC and just did it anyway) we would have never made the deadline.
3. Do not accept commitments to attend "briefings" or meeting with other committees until you determine both "your" and "their" need to know. These meetings were usually long, uninstructional, and unproductive. A personal advance trip to the other committee Chairmans' office was not only better internal PR, but established a phone rapport that made it possible to accomplish most things without a "meeting". As in all other Administrative skills, a little salesmanship goes a long way in getting the task accomplished.

4. Do not accept personnel for your committee based upon political reference. Parade committee must be a small working committee who must work as a TEAM. A "name dropper", a "friend of your boss", or a non-producer farmed out to you because they did not fit into the "inner sanctum" is a disaster for the Parade Committee. The normal "cat fights" at the top Administrative levels made close cooperation and guidance very difficult. By remaining aloof to this impediment to sound management, we were able to function efficiently. However, the demands made upon the physical capabilities of GSA, the telephone installers, and the use of equipment by some of the more glamorous social committees put a great strain on the ability to perform in all the other less favored assignments. It created a scar many of us will never forget.

PARADE PLANNING - FLOATS

The early decision to eliminate floats was sound. The two regional floats ultimately accepted were among the largest ever utilized in an Inaugural Parade. In my opinion they did not provide any additional glamour to the Parade, but did provide some relief. They were very costly to finance and again in my opinion, the float builder who contracted for both, was not capable of portraying the individual State in a manner that justified the expense involved. I would eliminate ALL floats in doing it again. The closing unit was a simple "mobile stage" jointed with a "fifth wheel" concept, seating over 300 members of the Mormon Tabernacle Choir. We stopped the stage at the reviewing stand, and "closed the Parade" with Battle Hymn of the Republic. It proved to be very effective.

EQUESTRIAN

The 27 equestrian groups were specifically selected to omit personalities or notable characters; featuring instead the breeds or groups of the best horses we could locate. This group of participants was entertained on the 19th at a co-hosted reception at Andrews Air Force Base. The costs were split with the American Horse Council and the PIC committee, and the logistics handled by the Capitol Hill Equestrian Society. This was done in recognition of the quality of the participants and the expense they each had to bear in coming to this celebration.

BANDS

The 23 bands invited were among the best, largest, and most spectacular we could identify on a regional distribution so as to improve the television viewers interest in all areas. They ranged from 275 members down to 40. All were excellent and cooperated in maintaining a close interval, proper formations, and good use of flags, etc.

MILITARY UNITS

All five academies were invited to send marching units of their upper classmen, and to utilize a formation of 12 x 20. There were many protestations that a more normal 9 x 9 was apropos, but that concept did not meet the desired criteria of filling the street with young faces. Eventually the new formation was accepted, and was most impressive on the line of march. The normal and traditional military representation

as set forth in the General Order #1 were not impressive. In retrospect, I would have attempted to limit these to a smaller representation such as a two nine by nine units with colors and band, and perhaps march them all together in a division or section. The "combat type" uniform was not impressive and did little to add to the concept of "celebration", and their lack of marching ability was a disgrace to their branch of the service.

TIMING

The excellent cooperation of the AFIC staff in both planning and execution made this one of the most closely controlled parades ever. We set out to strive for a ONE HOUR parade, issued our invitations and watched the marching formations of all participants with an eye to yardage on the street. We achieved our goal on the nose 59 minutes, fifty seconds from the time the Grand Marshal passed the reviewing stand till the last "Amen" of the finale. Averaging out for size, this allowed about sixty seven units in sixty minutes, treating each military service as a single large unit.

MARCHING ORDER

Placing the banners parallel to the curb to reduce the wind sail area was effective.

Wide and compact formations achieved the desired effect of filling the street.

Bagpipes effective but hard to place in the line of march.

Decision to eliminate "drill teams" was difficult but sound. Military units were ample representation of marching units (without instrumentation). Marching elements of large rival Universities such as VMI/VPI and University of Texas/Texas Agies was a headache, but by insisting that the marching unit precede the band, acting as a modified escort to the State and School colors, we were able to keep the policy consistent even though not correct from a protocol standpoint. The schools invited to "march" were not invited as military participants, but were the result of political pressure from those who were not willing to make a selection between the Alma Maters of influential constituents in their States.

PRESIDENTIAL ESCORT

A ceremonial escort to the President that got completely out of hand. There were almost as many "hanger on-ers" who felt they must be in the security force as there were marchers in the parade. Although this escort was not considered a "Parade function", there was little class or showmanship in the manner in which it was handled. Tighter liason with the Secret Service and Military is recommended.

MOTORCADE

A movement of the Cabinet designees to the reviewing stand. This could have been impressive, but due to a decision made by Co-Chairman Wick not to allow "bagpipes" on a mobile unit, and his desire to lead the President rather than the Cabinet (as has been customary), this motorcade became just another movement of people who were very late in leaving the Hill, and appeared to be just another bunch of white cars in a hurry to get to the stand. Signs on the doors were metal with magnetic fasteners. They were difficult to get names, spelling, and titles all done on time, and in place on "secured cars". This "secured" nomenclature was a farce, for the individuals charged with security seemingly had no concept of what was required. Both Secret Service representation and Parade Committee feel this was an area that we were fortunate in not losing control of the vehicles.

CAVALCADE

A logistical name assigned to the movement of the immediate family members who ate lunch with the President and Vice President, and thus were not able to be moved from the Hill until the Presidential lunch was finished. This collection of SS protectees, non-protected members of the VP's family, parents, wives of White House senior staff, etc., once more made up a "string" of unlabeled cars racing down the street ahead of the Presidential escort. The AFIC personnel who were charged with assembling the motorcade and cavalcade did not follow instructions, or chose to ignore recommendations, and proved to be the weakest logistical operation of the day.

RECOMMENDATION

Place all movement of VIP's by bus, car, motorcade, cavalcade, or escort, under ONE PIC Chairman. It should be the Parade Chairman so as to coordinate with timing of Parade and route, and should be done with class and dignity, not like a parking lot evacuation drill. Handling of large masses of important people does not seem to be one of the stronger points of the Capital Police training, and in this instance, good taste and the importance of dignity seemed to be completely lost.

RECOMMENDATION

The division of authority between the Joint Congressional Inauguration Committee, the Capital Police, AFIC protocol, District Police, Park Police, President Elect Staff, First Family Liason groups. Parade Committee, and two different Secret Service Divisions created a nightmare. Once the guests and participants leave the Capital Building upon completion of the ceremony, it is recommended that all transportation by street, bus, car, motorcade or other escort be coordinated by and under the Parade Chairman, who is responsible for the activities on the Street and on Pennsylvania Avenue.

RECOMMENDATION

Investigate the practicality of not erecting a TV media stand on the opposite side of Pennsylvania Avenue from the White House. In other events such as this (wherein the TV media actually sell spot announcements to fund the air time) they also have the responsibility for their anchor booths. If the normal rows of seats were continuous across the front of Lafayette Park, and a press section for scribblers was set aside (at a reduced price - but not for free) with flat desk space continuous on the space normally dedicated to the row ahead, it is my opinion that there would be fewer applications for credentials, and those who did need them would pay for the privilege of such a prime location. The "spectator press" would probably provide better coverage, more local color, and a variety of viewpoints if forced out along the parade route ON THEIR OWN. We currently provide a pleasant position to view the parade from, and obtain very little in return.

The TV stands could be erected through mutual cooperation of the three networks AT THEIR EXPENSE. They would not have to go as high, and they could position them any way the requested (with approval) to get the best camera angles, etc. I suspect that we have not modified our concepts, yet the equipment and lighting have changed drastically in the last twenty years. Potential savings of over \$40,000, and perhaps be in a position to reduce the costs of parade tickets to a more palatable figure.

FINAL BUDGET RECAP

Production costs (entertainment of equestrians)	\$1,580.25
Security at Rosecroft	\$300 savings
Consultant Fees Budgeted \$4000	\$4,000 savings
Data Processing (Word) Budgeted \$1,800	\$1,800 savings
Additional authorized expense added to budget (Portable toilets, Momentoes to participants)	\$500

GENERAL ORDER NUMBER 1

INAUGURAL PARADE



WASHINGTON, D.C.
JANUARY 20, 1981

INAUGURAL COMMITTEE
INAUGURAL PARADE, 1981
Washington, DC

GO 1

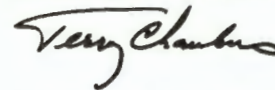
19 January 1981

GENERAL ORDER
NUMBER 1

1. Pursuant to his election on the fourth of November 1980, President-elect Ronald Reagan will take the Presidential Oath of Office at high noon on the twentieth of January 1981 at the Capitol.

2. At approximately 1430 (2:30 PM) the Inaugural Parade will start. The parade route will extend from the Capitol to the White House via Constitution and Pennsylvania Avenues.

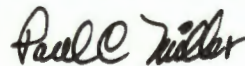
3. General Order Number 1 is issued to provide instructions for the planning and conduct of the Inaugural Parade.



TERRY M. CHAMBERS
Chairman
Parade Committee



ROBERT ARTER
Major General, USA
Inaugural Committee



PAUL C. MILLER
Chairman
Armed Forces Parade Subcommittee

5 Incl

ANNEX A—Parade Instructions

ANNEX B—Parade Unit March Table (to be published separately)

ANNEX C—Schematic Diagram of the Parade

ANNEX D—Medical Plan

ANNEX E—Civilian and Military Parade Officials and Committee Members

DISTRIBUTION:

- 1,000—Presidential Inaugural Committee
- 25—White House
- 25—Joint Congressional Committee (Inaugural)
- 60—Department of Defense
- 80—Department of the Army
- 60—Department of the Navy
- 60—Department of the Air Force
- 60—Commandant, U.S. Marine Corps
- 40—Commandant, U.S. Coast Guard
- 300—MDW AG Files
- 1,500—Armed Forces Inaugural Committee

ANNEX A

PARADE INSTRUCTIONS

1. General

a. The Inaugural Parade will consist of a Presidential Escort, bands, floats, horse mounted and marching units (Organization, Annex B).

b. The theme of the 1981 Inaugural Parade is "America—A Great New Beginning." The Parade celebrates the enthusiasm and zest of America moving into the decade of the 80's.

c. An Honor Cordon composed of 62 military officers and men will render honors to the President at the Capitol Grounds and within the Capitol Building. A Street Cordon of 1714 members of the Armed Forces will be positioned along the parade route.

d. Parade starting time: Approximately 1430 (2:30 PM), 20 January 1981.

e. Initial Point (IP)

(1) Presidential Escort, Intersection of Delaware and Constitution Avenues.

(2) Parade Units, Intersection of Pennsylvania Avenue and 4th Street, NW.

f. Start Point (SP). Intersection of G Street and 15th Street, NW.

g. Parade Route. From the Initial Point at Pennsylvania Avenue and 4th Street, NW, northwest on Pennsylvania Avenue to 15th Street, NW, then north on 15th Street to New York Avenue and west on Pennsylvania Avenue to the Release Point (RP) at 17th Street, NW (see Diagram 1, Annex A).

h. Reviewing Stand. On the south side of Pennsylvania Avenue in front of the White House.

i. Parade Control.

(1) Parade control will be provided to insure orderly and prompt staging, assembly, parading, and dispersal of all units participating in the parade.

(2) The Chairman of the Parade Committee and the Chairman of the Armed Forces Inaugural Committee will be located in the parade command post at the intersection of 4th Street and Pennsylvania Avenue. From this location the Chairman and the Chairman will control the parade until the last element has cleared the parade route. The Command Post will commence operation at 1000, 20 January 1981.

(3) For parade marching instructions and information, see paragraph 13, Annex A.

2. Special Instructions for all Parade Participants

Approximately 7541 marchers will participate in this year's Inaugural Parade. With the responsibility of representing their respective State or military unit, the marchers should know that the parade is not the place to learn how to march. The proper cadence, step, and distance have been determined and each marcher is hereby informed that no leniency will be tolerated. Any unit not performing according to established Parade Standards **WILL BE PULLED FROM THE PARADE.**

3. Unit Identification and Pre-staging Procedures

a. At 1300 (1:00 p.m.), Monday, 19 January 1981, a pre-parade briefing for State parade representatives will be held at the Inter-departmental Auditorium, Washington, DC. During this time bus identification signs will be distributed by parade division controllers. These signs will be utilized by parade units arriving in the Staging Area on 20 January 1981.

b. The color code designation for the bus identification signs is as follows:

Division		Color
Northeastern America	(first)	Scarlet
Southern America	(second)	Black
Middle America	(third)	Orange
Western America	(fourth)	Green

c. The highway approaches to the Staging Area are shown in Diagram 2, Annex A. Parade elements will enter the Staging Area through the Portland Street Gate to Bolling Air Force Base (see Diagram 3, Annex A). Routes in the Staging Area are marked and patrolled by traffic control personnel. Additional traffic control personnel will be posted at critical points to insure smooth routing of all parade elements in the Staging Area.

4. Parade Staging Instructions

a. The parade Staging Area for all elements except floats and horse units is Bolling Air Force Base and the US Naval Station, Anacostia (see Diagram 4, Annex A).

b. Units arriving at the Staging Area via the Portland Street Gate will be identified by bus identification signs which will indicate the participant's element number, a bus number and the distinctive division color. Bus identification signs will be prominently displayed in the lower right corner of the windshield. Parade elements will arrive at their division Staging Areas during the following times on 20 January 1981:

Division	Time
First	0830-0930
Second	0900-1000
Third	0930-1030
Fourth	1000-1100
Float Riders	0900-1030

c. Division parking areas will be marked by signs bearing the division numbers. Additionally, each bus parking space will be marked. Upon arrival at the Staging Area, buses will be directed to their assigned parking places. Buses not displaying bus identification signs will be routed to a traffic control point where they will be identified, issued identification signs, and directed to their assigned parking areas.

d. Parade elements must display bus identification signs. This will minimize delay and insure a smooth flow of traffic in the Staging Area.

e. Elements will depart the Staging Area, when directed by the staging area controller, via the main gate of the Naval Station, Anacostia. All elements departing the Staging Area will be escorted to their proper locations in the Assembly Area by members of the Armed Forces Police and the Metropolitan Police.

f. The route to the Assembly Area will be via the South Capitol Street Bridge, north to Canal Street, then to Independence Avenue and into the area. All movements of parade elements from the Staging to the Assembly Areas will be under escort.

5. Functions of Military Controllers

a. *Staging.* The following activities will be carried out by Staging Area controllers:

- (1) Stage in parade order (as specified in Annex B) all elements of parade divisions one through four (minus float and horse elements).
- (2) Insure that all buses display proper identification signs prior to their departure from the Staging Area.
- (3) Dispatch each division out of the Staging Area at the time specified in the Parade Unit March Table (Annex C). Report the departure of each division to the Parade Control Command Post.
- (4) Insure that each parade element is met at the Portland Street entrance to Bolling Air Force Base and directed to its proper Staging Area on the Anacostia Naval Station/Bolling Air Force Base.

- (5) Insure that each parade division has the assigned AFD, METRO, and U.S. Park Police escorts before departure from the Staging Area.
- (6) Planning, installation, and proper use of all facilities (portable toilets, etc.) and support units (wreckers, refuelers, etc.) in the Staging Area.
- (7) Staging and transportation to the Assembly Area of all float riders in the Inaugural Parade.
- (8) Provide emergency ambulance and medical service for all parade participants, Armed Forces policemen, and parade controllers.

b. Division Control. The following activities will be carried out by Division Control personnel:

- (1) Assist parade participants during staging, assembly, and dispersal of the parade.
- (2) Insure that parade participants are thoroughly instructed in the order of march, spacing, timing, and other parade instructions that relate to elements in their respective divisions.
- (3) Provide information on the location of first aid stations, comfort stations, and warming tents.
- (4) Move with the divisions from the Staging Area to the Assembly Area.
- (5) Insure the readiness of the divisions to move onto the parade route as prescribed in Annex C.
- (6) Insure that units arriving late in the Assembly Area are debused on Maryland Avenue between 3rd Street and Independence Avenue.
- (7) If time permits, insert late units into the parade as directed by the Assembly Control Officer.
- (8) Assist in moving all parade elements from the parade route into the Dispersal Area.
- (9) Expedite the movement of parade elements off the parade route to prevent a backup in front of the Presidential Reviewing Stand.
- (10) Insure that no units cease marching until they have reached their assigned transportation in the Dispersal Area.

c. Assembly Control. Parade elements staging at Anacostia will be escorted by division to their Assembly Area, so as to arrive at the following times (see Diagram 5, Annex A):

<i>Division</i>	<i>Time</i>
Northeastern America (first)	1245
Southern America (second)	1315
Middle America (third)	1335
Western America (fourth)	1355

- (1) Parade elements will disembark from buses as directed by the Assembly Control Officer and immediately form in parade order. All band units will arrive in the Assembly Area with instruments uncased. Elements will be prepared to cross the Initial Point upon order.
- (2) Float Elements. Floats will assemble, prior to 0800 (8:00 a.m.) in a single line facing north along 3rd Street, NW, south of Pennsylvania Avenue and along Maryland Avenue east of 3rd Street, in order of march in the parade. Floats will be positioned into respective divisions by the Merge Control Officer as their division enters 3rd Street from the Mall Area.
- (3) Horse Mounted Units. Horses will be assembled in the paddock area vicinity of 3rd Street and Maryland Avenue (see Diagram 4, Annex A). Horse units will be organized on the west side of 3rd Street as directed by the Horse Control Officer.
- (4) Parade marching units, floats, and horse units will be interspersed in correct parade sequence on 3rd Street under the direction of the Merge Control Officer. Merged parade elements will then proceed to Pennsylvania Avenue and the Parade IP.

d. Parade Route Control. Control of parade elements on the Parade Route will be exercised through controllers assigned to control points along the route and through March Unit Coordinators.

- (1) Parade Route Controllers are responsible for proper spacing and movement of parade elements and will take necessary action to correct discrepancies, particularly those which might cause delay of the parade.
- (2) March Unit Coordinators will participate in the parade with the assigned units to assist leaders in maintaining proper distance and rate of march. Prior to the parade, the coordinators will function as the units' liaison to assist key personnel with briefings, in contacting parade personnel for advice, and in obtaining any other information or assistance required.

e. Dispersal. The following activities will be carried out by dispersal area control team personnel:

- (1) Disperse all parade elements over predetermined routes within the Dispersal Area.
- (2) Insure that all parade elements transportation is properly located to insure orderly embarkation and expeditious movement of parade elements out of the Dispersal Area.
- (3) Meet all parade elements at the RP (17th Street and Pennsylvania Avenue) and escort to designated Dispersal Area.

- (4) Insure Float Riders board buses and buses depart Dispersal Area for Staging Area.
- (5) Supervise use of all facilities and support units in the Dispersal Area.
- (6) Coordinate emergency ambulance and medical service for all dispersal area personnel and parade participants in the Dispersal Area.
- (7) Insure that all elements (buses, floats, horses) departing the Dispersal Area have AFDPD escort as required.
- (8) Coordinate dispersal activities with both Armed Forces Police and Metropolitan Police Department.
- (9) Coordinate activities of dispersal control teams and division controllers within the Dispersal Area.
- (10) Coordinate movement of Civilian bands that are participating in the Capitol concert subsequent to the Parade.

6. Police Functions and Support

The Armed Forces Police Detachment (AFPD), Washington, DC, cooperating with the Metropolitan Police Department, United States Park Police and other assisting police agencies, is responsible for escorting parade marching units from various Staging Areas within the Metropolitan Area to designated Assembly and Dispersal Points within the parade area. AFPD, in coordination with above mentioned police agencies, is also responsible for escorting parade elements from the Dispersal Area to predetermined drop-off points after the parade. This includes traffic control points to assist in the escorting of these units. In cooperation with the Secret Service and other police agencies, the Armed Forces Police Detachment will coordinate security procedures for parade participants bearing authorized weapons. AFPD will render assistance to all parade participants as required and will render assistance to the Secret Service and United States Park Police as directed.

7. Support Facilities in Staging, Assembly, and Dispersal Areas

a. Staging Area.

- (1) Toilet facilities.
- (2) Emergency refueling.
- (3) Emergency towing service.
- (4) Ambulance with two corpsmen. Bolling AFB Dispensary will be available during period when parade participants are in the Staging Area.

b. Assembly Area.

- (1) Toilet facilities.
- (2) Emergency refueling.
- (3) Emergency towing service.
- (4) First aid and ambulance service.
- (5) Warming tents.
- (6) Veterinary services/Horse Ambulance.
- (7) Crane.

c. Dispersal Area.

- (1) Toilet facilities (both portable and building locations).
- (2) Emergency refueling.
- (3) Emergency towing service.
- (4) Veterinary tent, warming tent, and CP at Bacon Drive and Constitution Avenue.
- (5) First aid and ambulance service.
- (6) Crane.

8. Emergency Services Along the Parade Route

Requirements for emergency assistance along the Parade Route should be made known immediately to nearest Metropolitan Policeman, Armed Forces Police, or Parade Control personnel.

9. Dispersal and Route Instructions

a. The parade Dispersal Area is located within the boundaries of 17th Street and 23rd Street, and Pennsylvania Avenue and Constitution Avenue (see Diagram 6, Annex A).

b. After crossing the RP, all parade marching elements will continue on Pennsylvania Avenue to 18th Street where they will be met by dispersal control teams and escorted to their dispersal area. Designated dispersal locations are:

Presidential Escort.....	Pennsylvania Ave.
1st Division (Northeastern America).....	21st Street
2nd Division (Southern America).....	20th Street
3rd Division (Middle America).....	19th Street
4th Division (Western America).....	18th Street

- (1) Horse elements will be escorted from I Street and Pennsylvania Avenue to designated Dispersal Area.
- (2) Floats will be escorted from 22nd Street and Pennsylvania Avenue to Virginia Avenue.
- (3) Under no circumstances will units cease movement before reaching transportation in the Dispersal Area.

c. Buses will enter the Dispersal Area via 17th Street and Constitution Avenue or 23rd Street and Virginia Avenue and will be guided to their parking areas.

d. As soon as buses and/or horse vans are loaded and ready to depart they will be assigned an Armed Forces Police escort and moved out of the Dispersal Area. The route out of the Dispersal Area will be on Constitution Avenue, south on 23rd Street across Memorial Bridge to the I 395 North to I 295 South, thence to the Staging Area. Horse units will follow the same route to I 395 then south to the I 95 and I 495 Interchange Release point.

e. Float riders will board special buses located on Virginia Avenue between 21st and 23rd Streets for transportation back to the Staging Area.

10. Instructions for Marching Bands and Other Musical Units

a. General.

- (1) Definition. The term "bands" in this order, refers to bands and all other musical organizations.
- (2) Cadence and step. All units except the Presidential Escort will maintain a 28 inch step and cadence of 110 counts per minute which will assure forward movement of 85 yards per minute.
- (3) Distance. Bands will maintain a distance of 10 yards from the preceding element.
- (4) Assembly. In the Assembly Area all bands will form to close interval and remain at close interval until the band crosses the Parade IP.
- (5) Parade Formation.
 - (a) Bands will maintain a formation not to exceed 17 yards in width and designated yards in length. This formation will be inclusive of all band representatives; e.g., staff, letter bearers, drum majors.
 - (b) Bands will maintain their original formation throughout the parade. Special maneuvering and drill formations are prohibited in the Inaugural Parade.
 - (c) Band directors and drum majors are urged to reconnoiter the parade route, to familiarize themselves with the turns and the lack of uniform width of the various streets and avenues.

b. Playing Instructions.

- (1) Bands will not play until they have cleared the intersection of 4th Street and Pennsylvania Avenue, NW, nor will they play in the Staging, Assembly, and Dispersal Area.

- (2) All bands will cease playing when they reach 15th and F Streets, NW (black and white signs will state—BANDS STOP PLAYING HERE), and will not play again until they reach the Riggs Bank at the corner of Pennsylvania and New York Avenues (black and white signs will state—BANDS PLAY HERE).
- (3) Bands may play at any time during the parade, except as noted above. Bands marching close together will coordinate their playing in order to avoid interference.
- (4) All bands will play their assigned musical selection while passing the reviewing stand in front of the White House.
- (5) All bands will cease playing when the rear rank has cleared the end of the reviewing stand (black and white signs will indicate—PLAY STREET CADENCE HERE).

c. Honors at the President's Reviewing Stand.

- (1) Honors will be rendered at the President's Reviewing Stand by Armed Forces bands only.
- (2) Honors will consist of: Four Ruffles and Flourishes, followed by music as indicated below:
 - (a) Army Band—"The Army Goes Rolling Along."
 - (b) Marine Band—"Marines' Hymn."
 - (c) Navy Band—"Anchors Aweigh."
 - (d) Air Force Band—"The U.S. Air Force Song."
 - (e) Coast Guard Band—"Semper Paratus."
 - (f) Merchant Marine Band—"Heave Ho."
- (3) Presidential honors will commence when the front rank of each Armed Forces band reaches the black and white sign located on both sides of Pennsylvania Avenue, east of the Reviewing Stand. Signs will state—RENDER HONORS HERE. In addition, a white line will be painted curb to curb to further mark the point at which honors will be rendered.

11. Instructions for Units With Horses

a. Definitions.

- (1) *Equestrian Unit (Horse Mounted Unit)*. A single horse or group of horses distinguished from one another by organizational name or breed and entered in the parade by organizational or breed name.
- (2) *Van*. Single or multiple trucks, trailers, or transport conveyances for the transport of one or more equine.
- (3) *Stabling*. Overnight lodging locale for horses.
- (4) *Assembly Area*. Grass area at 4th Street SW and Maryland Avenue.

- (5) *Dispersal Area.* Grass area bounded by Constitution Avenue, 23rd Street, SW and Baron Drive.

b. Assembly.

- (1) Equestrian units will be assembled in the picket area located at 4th Street and Maryland Avenue, SW.
- (2) Instructions will be provided to the equestrian unit leader or representative by a horse controller designating the time each unit must be in the Assembly Area prior to the unit's entrance into the parade.
- (3) Only those units billeted at Rosecroft Raceway will be provided escort to the Assembly Area.
- (4) All vans must be provided with a driver. Following offloading of horses at Assembly Area, vans will be escorted to the Dispersal Area.
- (5) Equestrian units will be staged in the correct order of march by the controllers at the Assembly Area.
- (6) Movement of vans out of the Assembly Area to the Dispersal Area will be directed by controllers.

c. Dispersal.

- (1) Vans will be provided escort from the Assembly Area to the Dispersal Area.
- (2) Controllers will designate parking location.
- (3) Controllers will direct units to waiting vans.
- (4) Movement of vans out of the Dispersal Area will be directed by controllers and police only.

d. Parade Control. Equestrian units will not exceed a maximum of 8 horses abreast and will remain within allotted parade space.

e. Unit Identification. Each unit will provide its own means of identification to the public.

f. Emergency Veterinary Medical Care.

- (1) The US Army Veterinary Corps will have emergency care units located at the Assembly and Dispersal Areas. The US Army Veterinary Clinic at Fort Myer will be available to provide any emergency care required for animals evacuated from the parade area. All animals which must be evacuated for emergency reasons to the Fort Myer Veterinary Clinic will receive emergency medical care and be held pending disposition instructions from the owner.
- (2) All owners or authorized representatives will be required to sign an authorization for Emergency Operation or Treatment as provided by the Armed Forces Inaugural Committee, in the event of injury or illness to an animal.

12. Instructions for Float Units and Float Riders

a. Staging. Float riders will enter Bolling Air Force Base through the Portland Street Gate and proceed to assigned Staging Area. Float riders will arrive no later than 1030 (10:30 a.m.). Buses will depart Building #92 at 1215 (12:15 p.m.).

b. Assembly. Floats will assemble prior to 0800 (8:00 a.m.), 20 January 1981, along the east side of 3rd Street, SW., south of Pennsylvania Avenue and along Maryland Avenue east of 3rd Street in parade sequence. Float riders in the first and second divisions will arrive at the Assembly Area by 1235 (12:35 p.m.) and those in the third and fourth divisions will arrive by 1245 (12:45 p.m.) At this time, float riders will be identified by the person in charge of each float and all weapons carried by float riders will be inspected.

c. Dispersal. Floats will continue on Pennsylvania Avenue to 22nd Street where they will turn left and proceed to Virginia Avenue. They will park along the north side of Virginia Avenue between 21st and 22nd Streets. Float riders will board buses which will be staged on the south side of Virginia Avenue between 21st and 23rd Streets. Float riders will be bused back to Building #92 at the Naval Station. Once floats arrive at the Dispersal Area they will be escorted in groups back to their respective construction/storage site.

13. Instructions for March Units

a. Assembly. In the Assembly Area all units will form at close interval, closed ranks and remain in that formation until the unit crosses the Parade IP.

b. Cadence and Step. Cadence is the uniform rhythm in which a movement is executed, or the number of steps or counts per minute at which the movement is executed. A step is the prescribed distance measured from heel to heel of a marching man. **ALL MOVEMENTS WILL BE CONDUCTED AT 110 COUNTS PER MINUTE USING A 28-INCH STEP.**

c. Guide. The guide is the person responsible for maintaining the prescribed direction and rate of march. **THE GUIDE WILL CENTER HIS UNIT ON THE CENTER STRIP OF THE STREET. HE WILL INSURE THAT THE PRESCRIBED DIRECTION AND CADENCE ARE MAINTAINED.**

d. Distance. Distance is the space between elements when the elements are one behind the other.

- (1) Distance between march elements—10 yards.
- (2) Distance between vehicles:
 - (a) Cars—5 yards.
 - (b) Floats—10 yards.

- (3) Distance between horse mounted units and other units—10 yards.

e. Marching Formation Criteria.

- (1) Military units except the Service Academies and musical units will not exceed 89 men.
- (2) Marching units of 100 persons or less will use a 9-man front at normal interval. Normal interval is the lateral space between men measured from right to left by the man on the right holding his left arm shoulder high, fingers and thumb extended and joined, with the middle finger touching the right shoulder of the man on his left. Distance between individuals in an arm's length to the front plus 6 inches, or approximately 36 inches, measured from the chest of one man to the back of the man immediately to his front. OVER 100 PERSONS—12-MAN FRONT.
- (3) Civilian elements, mounted (horse and motorcycle). Maximum of 8 abreast, and maintain the designated allotted parade depth.
- (4) Civilian elements, motorized. Five yards between vehicles, front to rear.

f. National Colors. Only designated military units will carry the National Colors.

g. Individual Weapons. Each military service and civilian unit will prescribe the method of carrying individual weapons NO AMMUNITION OF ANY KIND WILL BE CARRIED OR USED.

h. Honors at the Presidential Reviewing Stand. Armed Forces Marching Units. Eyes left, given at black and white signs east of reviewing stand on both sides of Pennsylvania Avenue. Signs will read RENDER HONORS HERE. In addition, a white line will be painted curb to curb to further mark the point at which honors will be rendered. Ready front will be given when the end of each unit passes the President's Reviewing Stand.

i. All marching and mounted units will close to designated spacing any time the parade is halted for any reason.

14. Instructions for Any Units With Authorized Weapons

a. All parade units, to include floats and horse units, that carry authorized weapons must present a certificate, signed by the person in charge or commander of that unit, indicating that weapon security requirements have been met and that all personnel within their unit who are carrying arms, have been briefed on weapons security requirements. Details regarding weapons security are covered in separate correspondence to appropriate units. Parade elements who do

not comply with these instructions WILL NOT BE ALLOWED TO PARTICIPATE IN THE INAUGURAL PARADE.

b. During conduct of the Parade, the following instructions will apply:

- (1) No parade participant will possess any ammunition of any type, to include blank ammunition.
- (2) Sidearms will not be removed from holsters.
- (3) Positions of weapons will not be changed after making the final left turn at 15th Street, NW, onto Pennsylvania Avenue, NW. This restriction will remain in effect until the parade release point (RP) at 17th Street and Pennsylvania Avenue, NW, has been cleared.

c. On 20 January 1981, certification statements will be collected and requirements monitored by the Armed Forces Police Coordinator.

15. Instructions for Straggler Control

a. Should any member of any unit for any reason become unable to participate in the parade while in the assembly area it will be the responsibility of the OIC of the Assembly Area to insure transportation of that member to the dispersal area is accomplished by the most convenient means available.

b. The following procedures will be followed in the event that any member must leave his or her unit after crossing the initial point.

(1) *Parade Participants*

- (a) Notify a member of their division control team should they need to leave the parade for any reason.
- (b) Remain at the nearest route control check point or medical aid station until picked up by division control personnel.

(2) *March Unit NCO*

- (a) Notify his Division Control Team OIC that he has control of a straggler and forward name, unit and condition.
- (b) Deliver that member to a route control check point and report same to Control Team OIC.
- (c) Return to position as March Unit NCO.

(3) *Division Control Team OIC*

- (a) Insure all members of their teams are familiar with procedures to be followed in the event of stragglers during the conduct of the parade.
- (b) Report to Division Control on stragglers as pertinent information is received from March Unit NCO.

(4) *Route Control*

- (a) Be prepared to receive stragglers at route control check points and establish positive control over same.
- (b) Notify parade control that straggler has been received and the condition of the participant.
- (c) In the event the straggler is in need of medical attention, notify the Command Post and request the information be communicated to the Medical Committee.

(5) *Cordon Control*

- (a) Be prepared to assist in the handling of those stragglers who might need medical attention/evacuation.
- (b) Assist the straggler to an aid station.
- (c) Notify parade control of the exact location of any member turned over to an aid station.

(6) *OIC Control Division*

- (a) Provide for the pick up of all stragglers from check points and aid stations and subsequent transportation to dispersal area.
 - (b) Insure that all personnel involved with the handling of stragglers, and all parade participants are familiar with the procedures described above.
- (7) *Main Command Post:* Record straggler data and coordinate as appropriate with Medical Committee and Division Control OIC.

6 DIAGRAMS:

- Diagram 1—Parade Route.
- Diagram 2—Staging Area, Highway Approach to Bolling AFB.
- Diagram 3—Staging Area, Portland Street Entrance to Bolling AFB.
- Diagram 4—Staging Area.
- Diagram 5—Assembly Area.
- Diagram 6—Dispersal Area.

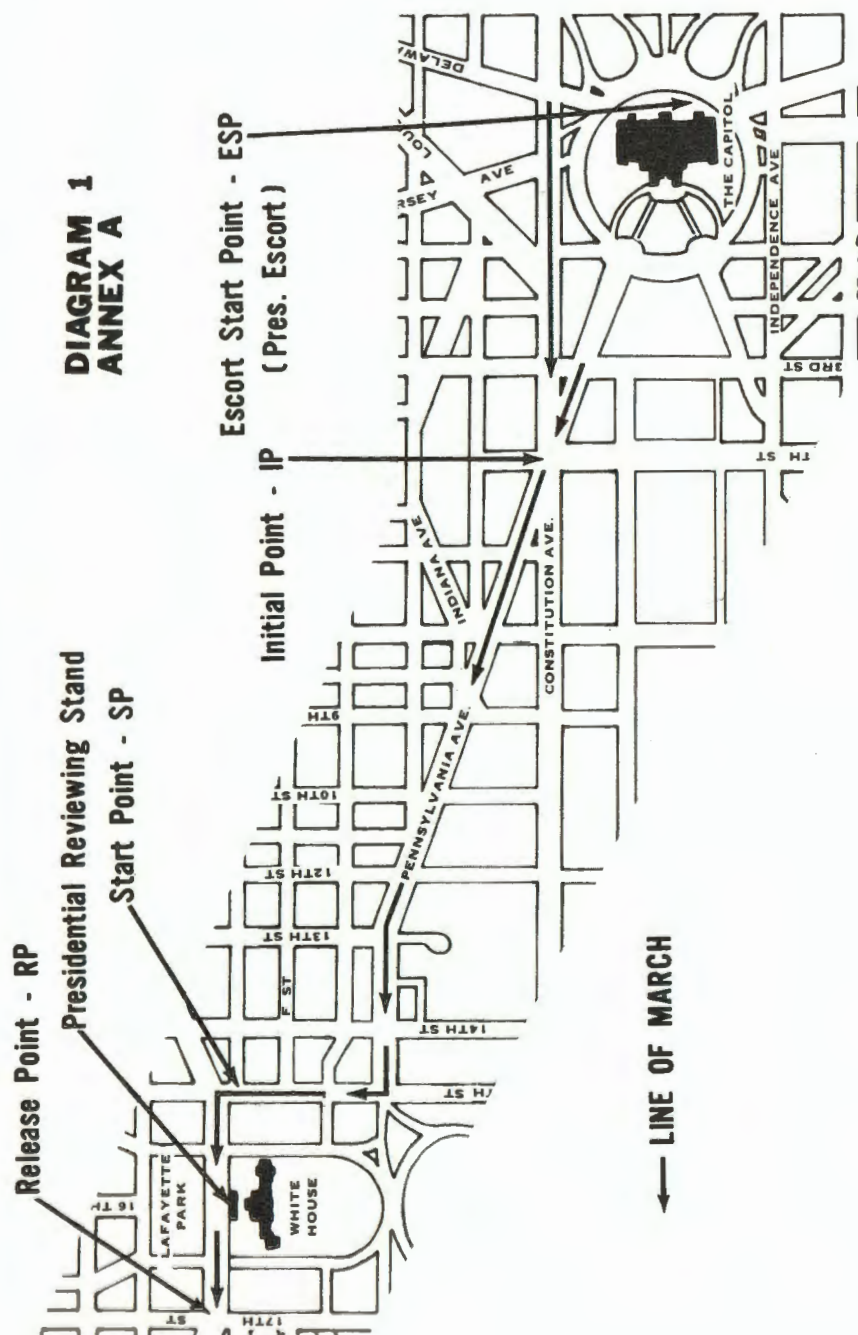


DIAGRAM 2 ANNEX A

STAGING AREA

Highway Approach to Bolling AFB
and Anacostia Naval Station

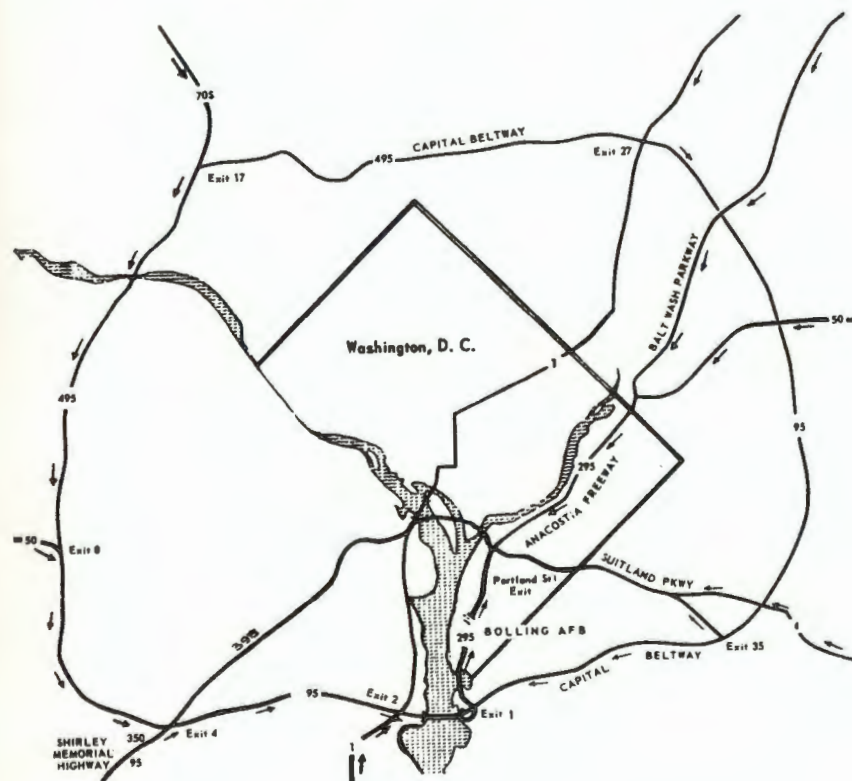
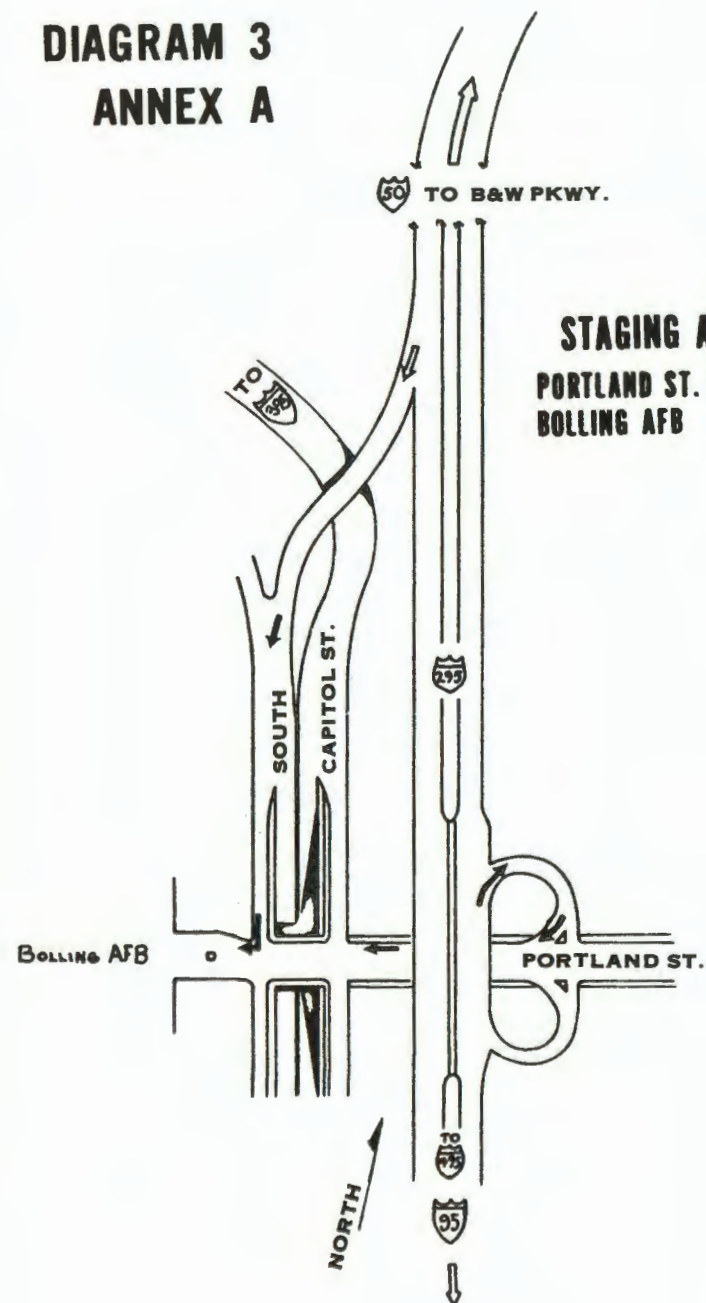


DIAGRAM 3 ANNEX A

STAGING AREA PORTLAND ST. ENTRANCE TO BOLLING AFB

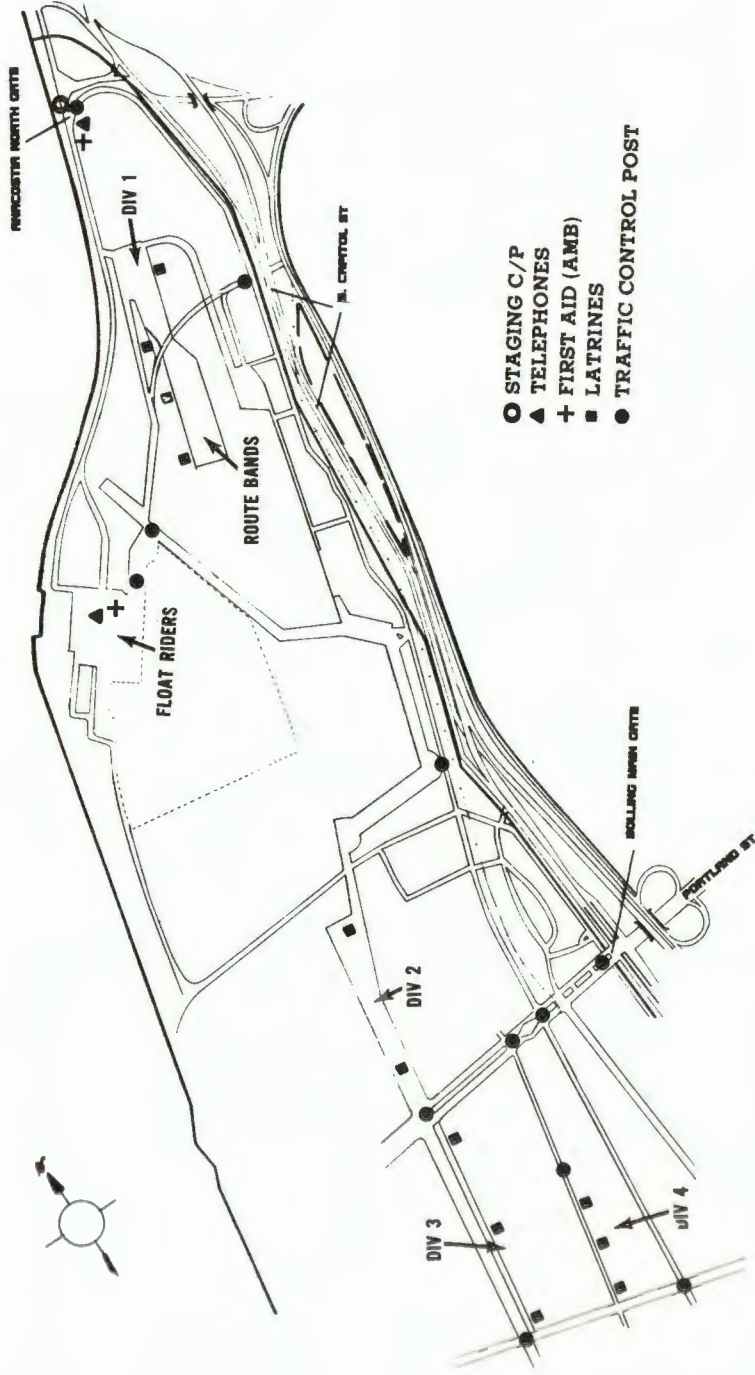


BOLLING - ANACOSTIA STAGING AREA

DIAGRAM 4
ANNEX A

GO 1

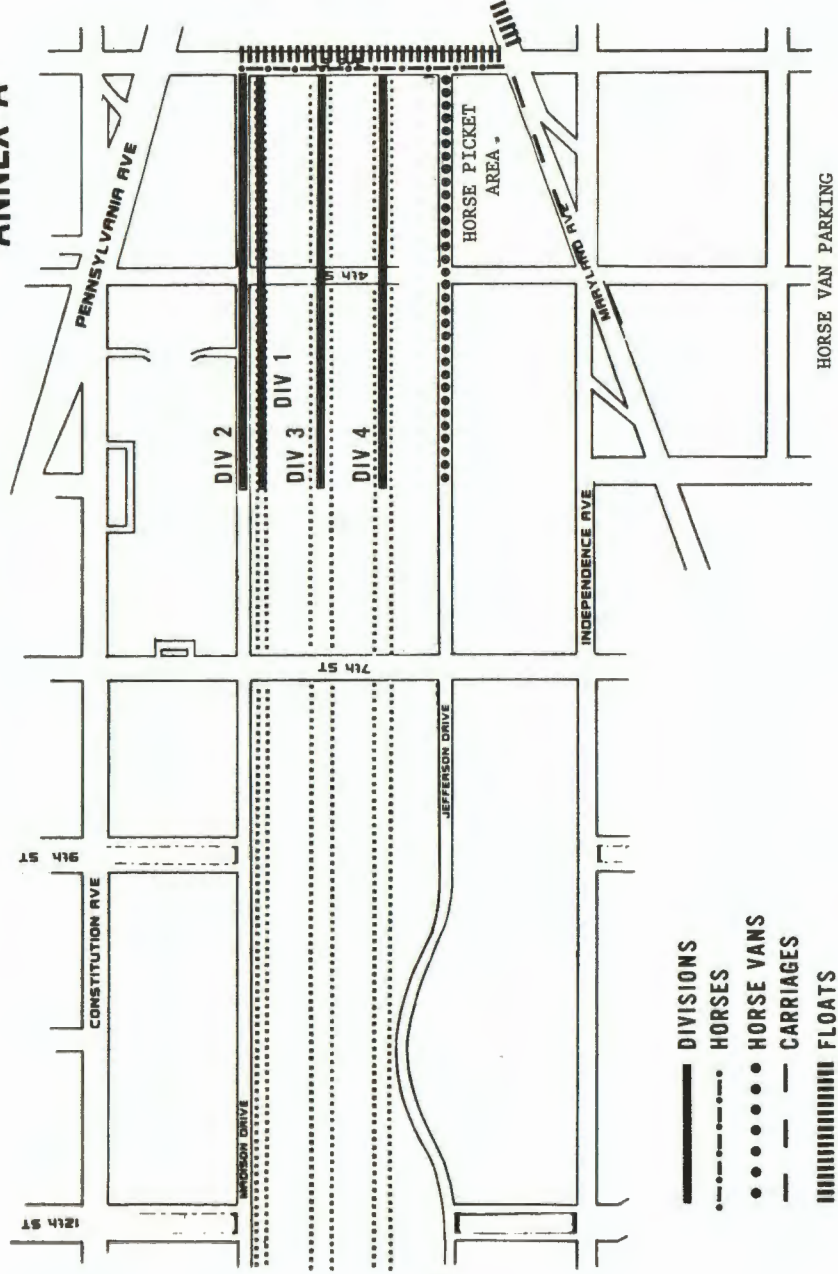
20



ASSEMBLY AREA DIAGRAM 5 ANNEX A

21

GO 1

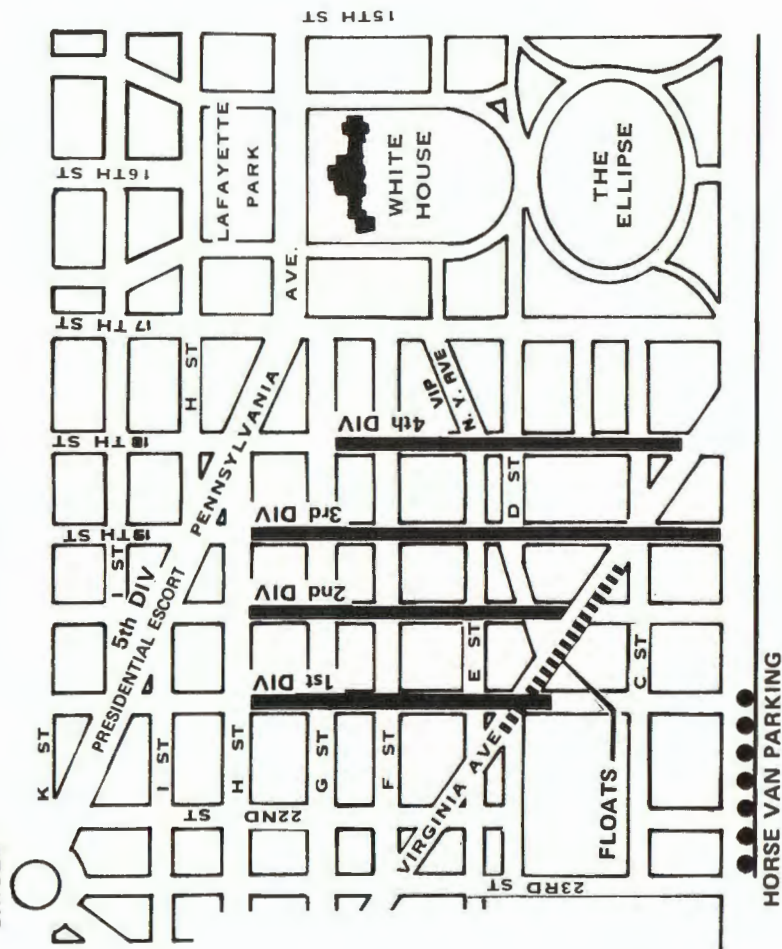


- DIVISIONS
- HORSES
- HORSE VANS
- CARRIAGES
- ||||| FLOATS

DIAGRAM 6 ANNEX A

DISPERSAL AREA

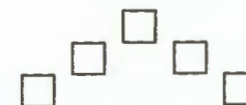
WASHINGTON
CIRCLE



ANNEX C

SCHEMATIC DIAGRAM OF THE PARADE

Presidential Escort



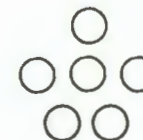
Police Escort



Chief, Metropolitan
Police Burtell Jefferson



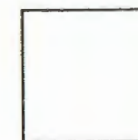
Co-Chairmen PIC



Chairman, AFIC
Major General Arter



Commander of troops
Col. Phillips



US Army Band
(Pershing's Own)










US Army Platoon


















US Marine Corps
Platoon

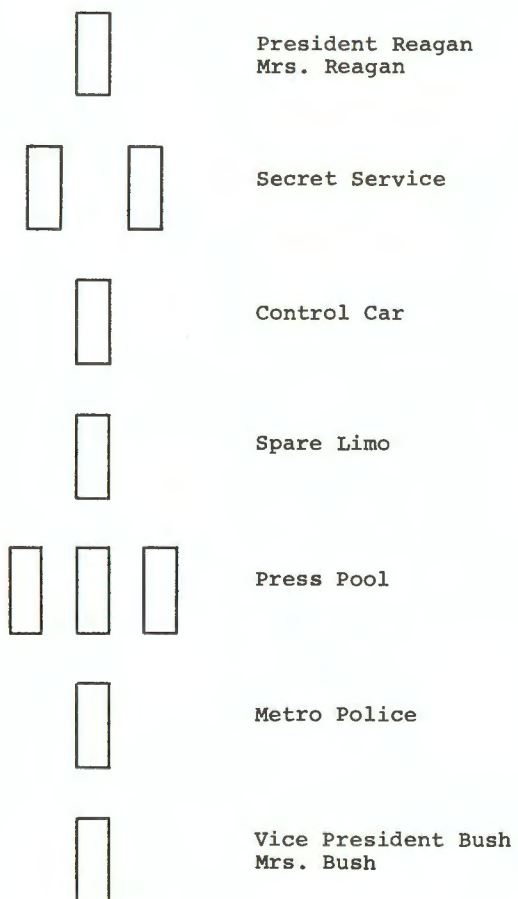
Presidential Escort

	National, Presidential and Vice Presidential Colors
	US Navy Platoon
	US Air Force Platoon
	US Coast Guard Platoon
	The Old Guard Fife and Drum Corps
	Continental Color Guard
	The Old Guard Commander-in-Chief's Guard

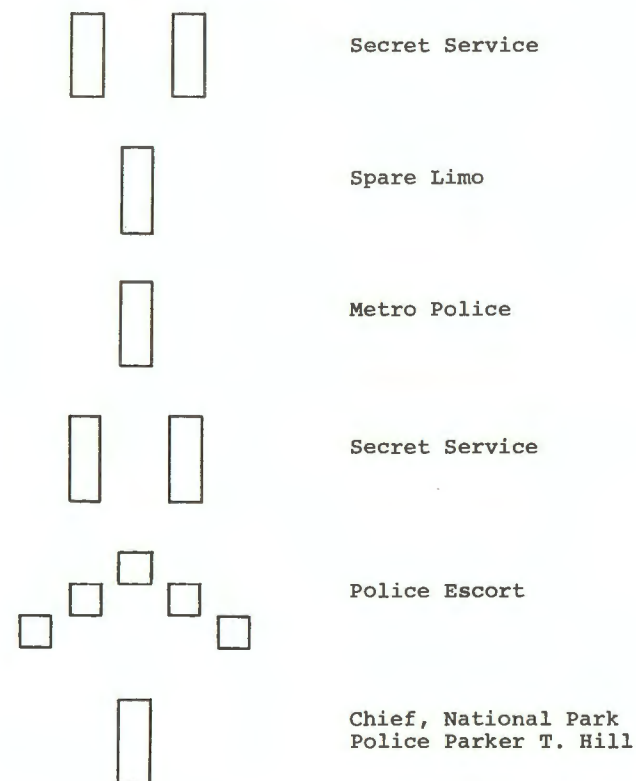
Presidential Escort

			
		JOINT CONGRESSIONAL COMMITTEE ON INAUGURAL CEREMONIES	
			
			
			T.V. Network Cars
			Metro Police
			Flash Car (CBS Van) Press Trucks (Raised Platform)

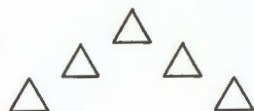
Presidential Escort



Presidential Escort



Grand Marshal Section



U. S. Park Police Mounted
Unit



Grand Marshal
General Omar N. Bradley



U. S. Marine Band
"The President's Own"



Culver Military Academy
Black Horse Troop with
State & Territorial Flags

NORTHEASTERN AMERICA

NE 1A

U. S. Military Academy - Staff

NE 1B

U. S. Military Academy - Band

NE 1C

U. S. Military Academy-Colors

NE 1D

U. S. Military Academy
Marching Unit

(10 yards)

NE 2

Connecticut Governor's Guard

(10 yards)

NE 3

Cardinal O'Hara High School
Band

(10 yards)

NE 4

First Philadelphia City
Cavalry

(10 yards)

NE 5

Portsmouth High School Band

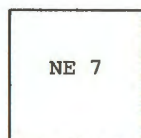
NORTHEASTERN AMERICA

(10 yards)



First Maine Cavalry

(10 yards)

University of Massachusetts
Band

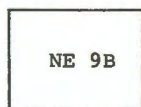
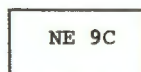
(10 yards)

First Cavalry, Division Horse
Platoon

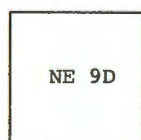
(10 yards)



U. S. Naval Academy-Staff

U. S. Naval Academy-Drum and
Bugle Corps

U. S. Naval Academy-Colors

U. S. Naval Academy-Marching
Unit

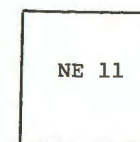
NORTHEASTERN AMERICA

(10 yards)



Tempel Lipizzans

(10 yards)



Salem High School Band

(10 yards)

New York City Police
Mounted Unit

SOUTHERN AMERICA

S1 A

U. S. Air Force Academy
Staff

S1 B

U. S. Air Force Academy
Drum and Bugle Corps

S1 C

U. S. Air Force Academy
Colors

S1 D

U. S. Air Force Academy
Marching Unit

(10 yards)

S2

International Side-Saddle
Organization

(10 yards)

S3

Southern University
Band

(10 yards)

S4

International Arabian
Horse Association

(10 yards)

S5

Starkville High School
Band

SOUTHERN AMERICA

(10 yards)



U. S. Equestrian Team

(10 yards)

S7 A

U. S. Coast Guard Academy
Staff

S7 B

U. S. Coast Guard Academy
Band

S7 C

U. S. Coast Guard Academy
Colors

S7 D

U. S. Coast Guard Academy
Marching Unit

(10 yards)

S8

American Quarter Horse
Association

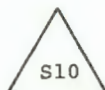
(10 yards)

S9

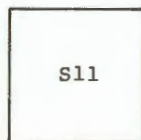
Cardoza High School Band

SOUTHERN AMERICA

(10 yards)

American Morgan Horse
Association

(10 yards)



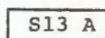
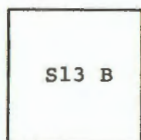
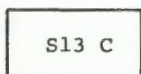
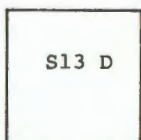
West Iredell High School Band

(10 yards)



Third Infantry Horse Platoon

(10 yards)

U. S. Merchant Marine Academy
StaffU. S. Merchant Marine Academy
BandU. S. Merchant Marine Academy
ColorsU. S. Merchant Marine Academy
Marching Unit

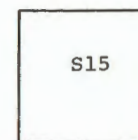
(10 yards)



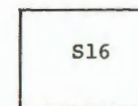
American Driving Society

SOUTHERN AMERICA

(10 yards)

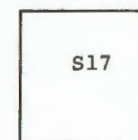
Fort Walton Beach High
School Band

(10 yards)



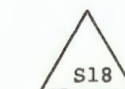
VPI Marching Unit

(10 yards)

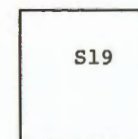


VMI Band

(10 yards)

American Saddle Bred
Horse Association

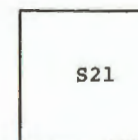
(10 yards)

Strom Thurmond High School
Band

(10 yards)

Southern Region Float
(W. F. - Expo '82)

(10 yards)

University of Tennessee
Band

(10 yards)



Appaloosa Horse Club

MIDDLE AMERICA

M1 A	U. S. Army - Staff
M1 B	U. S. Army Training and Doctrine Command Band
M1 C	U. S. Army - Colors
M1 D	U. S. Army - Active Duty Marching Unit
M1 E	U. S. Army - National Guard Marching Unit
M1 F	U. S. Army - Reserve Marching Unit

MIDDLE AMERICA

(10 yards)	M2	Medinah Black Horse Troop
(10 yards)	M3	Hutchinson High School Band
(10 yards)	M 4	Demers and Haughton Draft Teams (2 wagons)/ Cameron Mules
(10 yards)	M5	Dixon High School Band
(10 yards)	M6	American Indian Heritage Foundation
(10 yards)	M7	Chesterton High School Band
(10 yards)	M8	Hella Shrine Horse Patrol

MIDDLE AMERICA

(10 yards)

M9 A

U. S. Marine Corps - Staff

M9 B

U. S. Marine Corps - Drum
and Bugle

M9 C

U. S. Marine Corps - Active
Marching Unit

M9 D

U. S. Marine Corps - Colors

M9 E

U. S. Marine Corps - Active
Marching Unit

(10 yards)

Middle America Float
(Cornucopia)

(10 yards)

M11

Willard High School Band

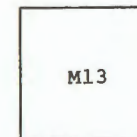
MIDDLE AMERICA

(10 yards)



Kena Palomino

(10 yards)

South Dakota State University
Band

(10 yards)



Alaskan Dog Sleds (3 sleds)

(10 yards)



Sacramento Sheriff's Posse

WESTERN AMERICA

W1 A	U. S. Navy - (USS Constitution Marching Unit)
W1 B	U. S. Navy - Staff
W1 C	U. S. Navy - Band
W1 D	U. S. Navy - Colors
W1 E	U. S. Navy - Active Duty Marching Unit
W1 F	U. S. Navy - Reserve Marching Unit
W2	Fountain Valley High School Band

(10 yards)

WESTERN AMERICA

(10 yards)

(10 yards)

W3	Presidente Brandy Andalusian Horses/Scripps Miramar Ranch Equestrian Unit
W4 A	U. S Air Force - Staff
W4 B	U. S. Air Force - Band
W4 C	U. S. Air Force - Colors
W4 D	U. S. Air Force - Active Duty Marching Unit
W4 E	U. S. Air Force - National Guard Marching Unit
W4 F	U. S. Air Force - Reserve Marching Unit

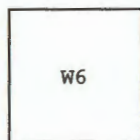
WESTERN AMERICA

(10 yards)



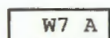
Cleveland Metropolitan Park
Ranger Patrol

(10 yards)

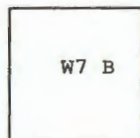


Elko High School Band

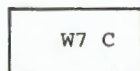
(10 yards)



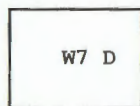
U. S. Coast Guard - Staff



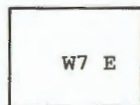
U. S. Coast Guard - Band



U. S. Coast Guard - Colors



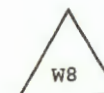
U. S. Coast Guard - Active
Duty Marching Unit



U. S. Coast Guard - Reserve
Marching Unit

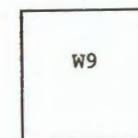
WESTERN AMERICA

(10 yards)



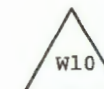
California Rangers

(10 yards)



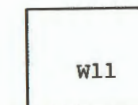
Clovis High School Band

(10 yards)



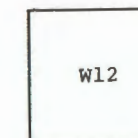
Bill Williams Mountain Men

(10 yards)



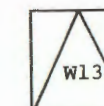
Texas A&M

(10 yards)



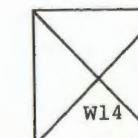
University of Texas Band

(10 yards)



Lake County Sheriff's Posse/
Bag Pipers

(10 yards)



FINALE
Tabernacle Choir - Mormon

ANNEX D

MEDICAL PLAN**1. Emergency Medical Treatment**

Emergency medical treatment may be obtained at any of the medical aid stations listed below. Patients requiring further treatment will be evacuated to an appropriate medical facility by the Armed Forces, Department of Human Services, American Red Cross, or Volunteer Civilian Rescue Squads. One ambulance will be stationed with each medical aid station.

2. Medical Aid Stations*a. Swearing-In Ceremonies, Capitol Bldg.—West.*

- (1) Capitol Physicians Office, Rm. H-166, US Capitol.
- * (2) US Capitol Grounds, west front, north wing.
- * (3) US Capitol Grounds, west front, south wing.
- ** (4) 1st St. at Reflecting Pool (base of Grant Statue).

*Mobile cardiac units will be relocated along Inaugural Parade Route by the Medical Command Post following Swearing-In Ceremony.

**Station will be relocated to assembly area (c.3.) following Swearing-In Ceremony.

*b. Staging Area. USAF Dispensary, Bolling AFB.**c. Assembly Area.*

- (1) 3rd and Pennsylvania Ave., NW, (SE corner).
- (2) 4th and Jefferson Drive (NE corner).
- (3) 7th and Madison Drive (SE corner).

d. Parade Route.

- (1) US Court House, Rm. 1612, 3rd and Constitution Ave. NW.
- (2) National Archives Building, north entrance, Pennsylvania Ave. at 8th St., NW.
- (3) 10th and Pennsylvania Ave., NW (NE corner).
- (4) 12th and Pennsylvania Ave., NW (NE corner).
- (5) Western Plaza (13th and 14th Sts.) and Pennsylvania Ave., NW, (NW side of Plaza).
- (6) District Building, Pennsylvania Ave. and 14th St., NW.
- (7) 15th and G Sts., NW (SE corner).
- (8) Lafayette Square (east side), Madison Place, NW.
- (9) Lafayette Square (west side), Jackson Place, NW.
- (10) Behind White House Reviewing stand, Mobile Cardiac Unit.
- (11) West Executive Ave. (between White House and Executive Office Building).

* (12) 10th and Pennsylvania Ave., NW (SE corner).

*(13) 13th and E Sts., NW.

*Probable positionings of Mobile Cardiac Units after Swearing-In Ceremony.

e. Dispersal Area.

- (1) 17th and G St., NW (SE corner).
- (2) National Red Cross Building Health Room, 17th and E St., NW.
- (3) DC Chapter American Red Cross Building, Health Room, 2025, E St., NW.

3. Emergency Ambulance Service

a. Additional Ambulance will be stationed at the following locations:

- (1) US Capitol Bldg., East front.
- (2) 1st St. and Pennsylvania Ave., NW.
- (3) 1st St. and Maryland Ave., SW.
- (4) Behind White House Reviewing Stand.
- (5) 12th and Pennsylvania Ave. (SW corner).
- (6) Delaware Ave. and C St., NW (SE corner on C St.).
- (7) Louisiana Ave. and 1st St., NW, (SE corner on 1st St.).
- (8) Constitution Ave. and 1st St., NW, (SE corner on 1st St.).
- (9) 3rd and C St., NW, (SW corner).
- (10) 6th and C St., NW, (SW corner on C St.).
- (11) 6th and Constitution Ave., NW, (NW corner).
- (12) 8th and D St., NW, (NE corner on D St.).
- (13) 10th and Constitution Ave., NW, (NE corner on 10th St.).
- (14) 11th and E St., NW, (NE corner on 11th St.).
- (15) 14th and Constitution Ave., NW, (NE corner on 14th St.).
- (16) 15th and E St., NW, (SE corner on 15th St.).
- (17) 14th and F St., NW, (NE corner on 14th St.).
- (18) 14th and New York Ave., NW, (NW corner on New York Ave.).
- (19) 17th and H St., NW, (SW corner on H St.).
- (20) 17th and E St., NW, (NE corner on E St.).
- (21) 17th and Constitution Ave., NW, (NE corner on Ellipse Drive).
- (22) 18th and Constitution Ave., NW, (NW corner on 18th St.).
- (23) 18th and H St., NW, (SW corner on 18th St.).
- (24) 19th and I St., NW, (SW corner on I St.).
- (25) 22nd and G St., NW, (SE corner on G St.).
- (26) Anacostia Naval Station, Command Post at North Gate (near building 88) (MIL).
- (27) Anacostia Naval Station, Near Bldg. 92.

b. Back-up ambulance service will be provided by the DC Fire Department Emergency Ambulance Service.

4. Evacuation of patients

a. Patients requiring hospitalization along the Parade Route will be evacuated to George Washington University Hospital, 901 23rd Street, NW, Washington, DC.

b. Should further hospital facilities be required, the following hospitals will be utilized.

- (1) Georgetown University Hospital, 38th St. and Reservoir Road, NW, Washington, DC.
- (2) District of Columbia General Hospital, 19th and C St., SE, Washington, DC.
- (3) Washington Hospital Center, 110 Irving St., NW, Washington, DC.
- (4) Capitol Hill Hospital, 708 Massachusetts Ave., NW, Washington, DC.
- (5) Howard University Hospital, 2041 Georgia Ave., NW, Washington, DC.
- (6) Childrens National Medical Center, 111 Michigan Ave., NW, Washington, DC.
- (7) National Naval Medical Center, Wisconsin Ave., Bethesda, Maryland.
- (8) Walter Reed Army Medical Center, 6825 16th St., NW, Washington, DC.
- (9) Veterans Administration Medical Center, 50 Irving St., NW, Washington, DC.

c. Emergency patients will be taken directly to the nearest hospital.

5. Helicopter Medical Evacuation

In the event of a mass casualty or other situation which may require evacuation by air to a medical treatment facility, US Park Police helicopters shall be launched from Anacostia Naval Station to designated landing sites. The landing sites on the Mall are:

- (1) 7th Street between Jefferson and Madison Drives.
- (2) 17th Street between Independence and Constitution Avenues at Rainbow Pool.

In the event that more than two helicopters are required, the US Army medivac helicopters from Davison Army Airfield, MDW, will be on standby at Anacostia Naval Station.

6. Medical Command Post

The Medical Command Post will be located in Inaugural Headquarters, Wing 9, Room 2-914, 2nd and T St., SW, Tempo A Bldg.

ANNEX E

CIVILIAN AND MILITARY PARADE OFFICIALS AND COMMITTEE MEMBERS

1. Civilian

a. Committee

Mr. Terry Chambers, Chairman
 Mr. Robert Buzinski, Assistant for Equestrian Teams
 Mr. John Cain, Assistant for Participant Liaison
 Mr. James Delaney, Assistant for Logistics
 Mr. Bill Hart, Assistant for Public Relations and Press
 Mr. Robert Michalski, Assistant for Unit Selection and Floats
 Ms. Susan Sirianni, Assistant for Administration

b. Subcommittee

Ms. Sandy Beavers
 Ms. Christine Broderick
 Mr. Thomas DeCain
 Ms. Annette Doherty
 Mr. Keith Hinds
 Ms. Maureen McInerney
 Ms. Carmen Blake
 Mr. Ralph Wunder

2. Military

a. Armed Forces Inaugural Committee

Major General Robert Arter, USA Chairman
 Brigadier General Charles G. Prather, IV, USA Deputy Chairman
 Rear Admiral Karl J. Bernstein, USN
 Brigadier General Harry T. Hagaman, USMC
 Rear Admiral Harold W. Parker, Jr., USCG
 Brigadier General Archer L. Burham, USAF

b. Joint Executive Committee

Colonel Charles H. Mayhew, USA
 Colonel William L. Hammack, USMC
 Captain Donald H. Currier, USN
 Colonel Wilbur D. Peterson, USAF
 Captain Thomas L. O'Hara, USCG

c. Secretariat

Colonel Marcia Rinkel, USA
 Lieutenant Colonel Lawrence D. Brooks, USA
 Lieutenant Colonel Michael A. Dickerson, USA

Lieutenant Colonel Donald L. Nagley, USAF
 First Lieutenant Lesley L. Beckstrom, USA
 First Lieutenant William T. Cavalcante, USA
 Lieutenant (jg) Richard A. Pendergist, USN
 Lieutenant (jg) Gerad Womeldorff, USN
 Sergeant Major Michael J. McCormick, USMC
 Master Sergeant Lee Newman, USA

d. Military Liaison Officer to Chairman, Civilian Inaugural Committee

Lieutenant Colonel David W. Fox, USA

e. Military Aides to Co-Chairpersons, Civilian Inaugural Committee

Captain Peter Miller, USMC

First Lieutenant Susan R. West, USA

f. Military Liaison Officer to Congress

Lieutenant Colonel Alex L. Allen, USA

3. Subcommittees

a. Parade

Mr. Paul C. Miller, Chairman
 Colonel Charles E. Dexter, USA, Deputy Chairman
 Lieutenant Colonel Verne Campbell, USA
 Commander H. D. Kirkpatrick, USN
 Lieutenant Colonel Francis L. Loving, USMC
 Lieutenant Colonel Joseph E. Vercellone, USA
 Major C. W. Allen, USAF
 Major Helen L. Barnhart, USAF
 Major Peter J. Blake III, USA
 Major Thomas L. Groppel, USA
 Major Z. T. Johnson, USMC
 Major Donald Madison, USA
 Lieutenant Commander Arthur F. Shires, USCG
 Captain Richard K. Allen, USAF
 Captain Daniel R. Fake, USA
 Captain Joel S. Goins, USAF
 Captain John R. Hamer, USA
 Captain James F. Houston, USMC
 Lieutenant George J. Jordan, USCG
 Lieutenant (jg) Glenn A. Fletcher, USN
 First Lieutenant Kenneth J. Hallion, USA
 First Lieutenant Alan C. Roland, USA
 First Lieutenant Geoffrey C. Sherman, USAF
 First Lieutenant Richard R. Wylie, USA

Chief Warrant Officer Robert D. Smith, USN
 Sergeant Major Kenneth B. Corcoran, USA
 Master Sergeant George Homberg, USA
 Gunnery Sergeant Juan D. Coy, USMC
 Platoon Sergeant Douglas R. Cunkelman, USA
 Master Sergeant Quitman R. Donald, USAF
 Sergeant First Class Charles G. McCormick, USA
 Sergeant First Class Rudolph C. Sheetz, USA
 Boatswain's Mate First Class Russell Stock, USN
 Chief Petty Officer S. B. Word, USN
 Staff Sergeant Gerald J. Hilman, USA
 Technical Sergeant Ben Drummond, USAF
 Technical Sergeant Gerald J. Ralbovsky, USAF
 Specialist Five Victor V. Jones III, USA
 Petty Officer Second Class Charles Keeling, USN
 Specialist Five John J. Lewis, USA
 Specialist Five Gary L. McConnell, USA
 Petty Officer Third Class Darlene R. Enrique, USN
 Senior Airman Kenneth A. Tillery, USAF

b. Public Information—Public Affairs

Colonel James W. Revels, USA
 Commander John Hoshko, USN
 Commander Richard R. Cottingham, USCG
 Major Milton T. Warring, USMC
 Captain Valerie A. Elbow, USAF
 Sergeant First Class Evelyn E. Eddings, USA

c. Military Aides

Colonel William L. Hammack, USMC
 Lieutenant Colonel Patricia H. Hook, USMC
 Lieutenant Colonel William F. O'Neal, USA
 Commander William G. Womack, USN
 Commander David Zawadski, USCG
 Lieutenant Commander Janice H. McWhirter, USN
 Major Dennis A. Cowden, USAF
 Major Herbert S. Rubenstein, USAF
 Second Lieutenant Debra J. Fehr, USAF
 Chief Petty Officer Frederick H. Saunders, USN

d. Logistics

Colonel Richard S. Briggs, USA
 Colonel Basil J. Hobar, USA
 Commander Robert E. Knachel, USN
 Lieutenant Colonel Larry E. Hofmann, USAF
 Commander Charles W. Murray, USCG

Major Jose G. Alonzo, USMC
Captain Richard L. Souder, USMC
Warrant Officer Daniel G. Ringquist, USA
Master Sergeant Richard A. Lambert, USA

e. Special Events

Colonel Robert T. Shellenberger, USAF
Lieutenant Colonel James A. Clifton, USA
Commander Sperry C. Storm, USCG
Major Michael N. Shahan, USMC
Lieutenant Commander Donald J. Stallman, USN
Lieutenant Kerwin E. Miller, USN
Technical Sergeant Richard D. Young, USAF

f. Transportation

Captain Donald H. Currier, USN
Lieutenant Colonel Gerald W. Frese, USAF
Lieutenant Colonel Samuel H. Heersmans, USA
Commander Robert F. Melsheimer, USCG
Commander David E. Wheeler, USN
Major Richard L. Lewis, USMC
Major Dennis J. Gresdo, USA
First Lieutenant Robert P. Morgan, USA
Master Sergeant Sidney Dennis, USA

g. Medical

Colonel Earl Ziebell, USA
Commander Francis L. Windholz, USN
Commander Vincent J. Fierro, USCG
Captain Teresa F. McMahon, USAF
Sergeant Joseph V. Kendall, USA

h. Communications-Electronics

Colonel Hugh F. Eads, USA
Lieutenant Colonel Daniel M. Jones, USA
Major Ronald M. Griessee, USA
Captain Thomas A. Cummings, USA
Captain Gary B. Grant, USA
Captain R. W. Grimes, USMC
Captain Glynn E. Parker, USAF
Lieutenant (jg) Ronna C. Neil, USN
Master Sergeant Elmer D. Durham, USA

