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THE ARMED FORCES INAUGURAL COMMITTEE
FORT LESLEY J. McNAIR
WASHINGTON, D.C. 20319

ANIC-MA

23 January 1981

MEMORANDUM FOR THE CHAIRMAN, MILITARY AIDES SUBCOMMITTEE
SUBJECT: After Action Report

1. The Military Aide duty can be fun and extremely enlightening professionally, but it also requires a great deal of time and preparation. Careful screening of the nominees, to include personal interviews is a must to ensure, The selection of quality individuals for the first family aides. The time spent pays big dividends later, as these people set the tempo for other aides to follow.
2. Prior to designating an aide for the President elect, it must be determined that permanent aides are not being selected by the services. Also, an early determination that the incumbent aides for the President are not remaining is necessary. This is particularly important in the changing of administrations. Much confusion reigned over this point from 18 Dec through 13 January. The new Director of the Military Office of the White House told the incumbent aides they would remain and one of the aides would assume aide functions after the swearing-in ceremony. However, this left all the other inaugural events uncovered. Arrangements were finally made to have a AFIC Aide escort the President-Elect through the swearing-in ceremony, then one of the incumbent aides assure duty.
3. In working out schedules for the President-Elect, it was obvious that the PIC, Transition Team and Joint Congressional Inaugural

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Committee were not talking to one another. The aide can play a key role in getting information and resolving conflicts. Also, any information obtained can be forwarded back into the appropriate AFIC subcommittee. The aides to any of the cabinet designees can also provide a lot of valuable information.

4. The next series of points are musts that ease many headaches later on when things really become hectic.

a. Requirements for drivers are submitted from the first family office to the PIC transportation office and if validated, AFIC then fulfills the requirement. Get this information early and ensure that at least four cars are designated for the aides. You will need them for movement to and from the Blair House and running numerous errands for the principal.

b. Coordinate personally with the Secret Service to get necessary clearance and credentials for all aides and drivers. If rented limos are used coordinate with the PIC transportation office to get who the contractor is and names of drivers. The Secret Service will include these vehicles in their movements, but they must know who the occupants of the vehicle are.

c. If the family member has Secret Service protection, there will be an advance person who will visit all locations. This facilitates all movements and means the aide doesn't have to cover the same ground.

d. Fully expect to do same jobs that normally aren't done by one of your rank, but if you see that some dirty work must be done jump in. Without the aides, many of the first family problems would fall through the crack. If the friends and close

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associates are not taken care of, the whole inaugural event becomes a disaster.

e. Tickets for the various events loom as an accident waiting to happen. Aides must get tickets for the first family members for all events, even if only used as momentous. If the PIC office doesn't make distribution of the tickets for the friends, the aides must move in and make things happen. This is too important an issue to let the VIPs wait for ticket delivery. Use the AFIC chain of command to notify aides to come pick up the necessary tickets.

f. Any functions at the Kennedy Center bear close watching. It is totally impracticable to have the Presidential box on the ground level. If Secret Service doesn't pick it up, have the Presidential box placed on the second level. This will facilitate crowd control and make it much easier for the box seat ticket holder to be seated prior to the President appearing. Social aides cannot be used for crowd control. This places the military in a bad position and they have no authority.

g. Coordinate with the President-Elect scheduling and make certain they have the same data you do. Also, get a copy of what the President-Elect and his lady are wearing for all events. Many of the other aides will contact you regarding what to wear and what is appropriate. People will cue off the first family.

h. Reserve a room at the Blair House for the aides. This is a must for changing clothes and to leave things. Also, the room can be used as a holding area for drivers.

i. The PIC will conduct visits to the various sites. It is a must that you go and get all the details. This facilitates later movement and identifies scheduling conflicts.

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j. Work close with the Parade Subcommittee. They have the detailed data for the swearing-in ceremony, as well as the parade. You can exert a lot of influence in getting visibility for the Joint Chief of Staff with the PIC and Joint Congressional Inaugural Committee.

k. Set up a special briefing for the first family aides to brief all the events. The more knowledgeable they are early on, the easier things are later. Once the events begin, everyone operates independently and you won't be able to brief them.

l. As a minimum, the week prior to the first event, all first family aides must be available for full time duty with the AFIC. There are too many loose ends to tie down in terms of schedules, site visits, coordination, drawing radios, vehicles, invitations etc, that full time duty is required. Also, if the PIC first family office is behind schedule they will be the aides can assist in bailing them out.

m. When coordinating box lunches, don't forget the drivers and Secret Service. Also, the advance people. Many of the events will not include seating or feeding of the aides or drivers. These requirements can be made known early on when visiting each of the sites. Don't overlook this important aspect and exert some influence to take care of the troops.

n. All vehicle movements are coordinated by the Secret Service. Make certain they are aware of everything you know and any previous coordination data is shared. It is much easier to recheck a movement route than have a problem at the site.

o. Prior to each event, brief the principal as to what is

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happening and who to expect to see at that site. If remarks are expected or if big press corps is around advise them of such. The Secret Service advance man will help keep you on schedule.

p. Appointment of an aide for the first lady is not necessary for all events. Two aides would only confuse things. However, it is appropriate for the first lady to have an escort for any of the functions she attends separately. Once the aide requirements are identified, appoint the next senior man to be in charge of all family movements. The senior aide usually will not be with the family and working a different schedule.

q. Brief the drivers on their role and functions, but stress the point that they are on display. There will be periods of waiting and tasks not normally performed, but they must grin and bear it for the duty period. How the public and VIP's view their performance is extremely important, as favorable impressions translate into support for the military. Pending pay or other benefit bills require constituents and these VIP's make things happen.

r. After the principles arrive and move into the Blair House, one aide from first family must check the AFIC distribution boxes daily. Information will continue to flow from the AFIC that needs to get to everyone concerned.

s. Don't be afraid to assert yourself, if its intended to facilitate your duties. Time does not permit waiting or double checking answers. Deal with those in charge of events or sites and reinforce the need for you to be informed of any changes.

t. Have a daily meeting with the staff, aides and Secret Service with the purpose of clearing who is doing what. Delegate respon-

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sibility to the aides and have them coordinate specific areas such as, security, passes, transportation, tickets etc..

u. Coordinate with PIC security and obtain diagrams of all the inaugural event sites the first family attends. These facilitate briefing the principles, as well as Secret Service people. Also, they can provide the points of contact for all event sites which include security agent, PIC coordinator, etc.

v. A data book was compiled on all inaugural event sites, parade route, family members and escorts, schedules, reviewing stand seating, dress code and points of contact has been included in the aide subcommittee paperwork. Find this book and use it for a start point.

w. Make arrangements for each of the aides to have a personal interview with the PIC Director of the First Family. Any information about individual members can be exchanged, as well as allowing team members to get better acquainted.

5. Specific recommendations are as follows:

a. The aide subcommittee must designate the senior cabinet aide to coordinate uniforms, dress, etc.. All these people called the first family to verify schedule and dress requirements and asked the same questions. They must talk to each other.

b. Uniform requirements should be set and followed. It is not appropriate for example to have the marines wearing medals and the other services wearing ribbons. Even within the marines there was a mixture of medals and ribbons.

c. Have the aide gala prior to starting the inaugural events. This is a good way to check out dress uniforms, as well as set the mood for later festivities. The colors for all services should be

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present, as well as flags for the flag/general officers.

d. First and Second family aides should be assigned two weeks prior to the first event. Once contact is made with their principle and a tentative schedule developed, they may be working full-time aide duties 3-4 days earlier than expected.

e. Mr. Paul Miller possesses a wealth of knowledge and is a walking digest of information. It would be appropriate for him to be the Chief of Staff or Special Assistant where everyone can benefit his experience.

Robert S. Fiero
ROBERT S. FIERO
COL, USA
Aide to President-Elect

ANNEX B
MA Subcommittee
After Action Report

MILITARY AIDES SUBCOMMITTEE
AFTER ACTION REPORT
1981 ARMED FORCES INAUGURAL COMMITTEE

1. MISSION

To provide personal and social aides as requested by the Presidential Inaugural Committee and Joint Congressional Committee on Inaugural Ceremonies. To organize, assign, brief, coordinate, supervise and assist the military aides in the performance of their duties.

2. ORGANIZATION AND COMPOSITION

a. Members

- | | |
|-----------------------------|--|
| (1) Chairman | COL William L. Hammack, USMC |
| (2) Deputy Chairman | LTC William F. O'Neal, USA |
| (3) Members | LTC Patricia A. Hook, USMCR CDR William G. Womack, USNR CDR David Zawadzki, USCG MAJ Dennis A. Cowden, USAF LCDR Janice H. McWhirter, USNR |
| (4) VIP Coordination Center | MAJ Herbert S. Rubinstein, USAF LT Debra J. Fehr, USAF LT Philip Lynah, USA ENS Ellie Ullissey, USN |
| (5) Administrative Staff | YNC F. H. Saunders, USN SSGT C. H. Cause, Jr., USMC SGT B. A. Allen, USMC SP5 M. H. Gonzalez, USA YN2 B. D. Davillier, USCG |

b. Functions. Colonel Hammack provided supervision and coordination and also served as US Marine Corps Member, Joint Executive Committee. Other officer members were assigned one or more areas of responsibility and served as project officers for designated Inaugural events.

(1) LTC O'Neal - Finance; assignment of project officers; project officer for Candlelight Dinners with Concert, Capital Centre Gala, Kennedy Center Inaugural Ball.

(2) LTC Hook - Liaison officer to Presidential Inaugural Committee; project officer for Co-Chairman's Reception, Prayer Convocation, Pension Building Inaugural Ball.

(3) CDR Womack - Administration; transportation; supply; project officer for Governors' Reception, Reagan 10 Club/Eagles; Governors' Lunch, Sheraton-Washington Inaugural Ball.

(4) CDR Zawadzki - Social aides coordinator; project officer for Taste of America, Salute to America, Diplomatic Corps Brunch, Senior-Handicapped Citizens' Reception, and Inaugural Balls at the Museum of Natural History and the Museum of American History.

(5) MAJ Cowden - Personal aides coordinator; project officer for Military Aides Formal Dinner, Vice President-Elect's Reception, Swearing-In Ceremony, Youth Ball, Air and Space Museum Inaugural Ball.

(6) LCDR McWhirter - Arranged for military aides' ID badges and portfolios; project officer for Distinguished Ladies Reception, Military Aides Formal Dinner, Transition Executive Committee Bus Trip, and Inaugural Balls at the Shoreham and Washington Hilton.

(7) MAJ Rubinstein - Communications, tickets, credentials, and briefings and packets for aides.

(8) LT Fehr, LT Lynah, ENS Ullissey - VIP Coordination Center operations and administration.

3. TASKS

a. Coordinate with the Logistics Subcommittee for office furnishings, necessary subcommittee supplies, box lunches for aides, and purchase orders for aide ID badges and portfolios.

b. Coordinate with the Transportation Subcommittee for buses, sedans, and drivers in support of aides.

c. Coordinate with the Communications-Electronics Subcommittee for radios to support military aides.

d. Supervise military aides in the performance of their duties.

e. Coordinate with PIC for designation and receipt of tickets for VIPs.

f. Coordinate with security for credentials and passes.

4. RECAP OF MILESTONES

| <u>Proposed</u> | <u>Actual</u> | <u>Event</u> |
|-----------------|---------------|---|
| 17 OCT | 1 NOV | MA Subcommittee fully manned and operational. |
| 23 OCT | 29 OCT | Statement of aide requirements to the services. |
| 27 OCT | 10 DEC | General description/concept of aide packets. |
| 3 NOV | 5 JAN | Plans made for VIP Coordination Center. |
| 7 NOV | 7 NOV | Receipt of aide nominees from the services. |
| 10 NOV | 10 NOV | Begin interview of prospective aides. |

| <u>Proposed</u> | <u>Actual</u> | <u>Event</u> |
|-----------------|---------------|--|
| 1 DEC | 14 DEC | Complete aide selection. |
| 16 DEC | 16 DEC | Begin aide briefings and tours of Inaugural event sites (Continuous process up to Inaugural week.) |
| 16 JAN* | | Distribute tickets for VIPs and passes/credentials for aides. |

5. DISCUSSION OF SIGNIFICANT EVENTS

a. Dates of arrival of subcommittee personnel:

| | |
|----------------|-----------|
| COL Hammack | 11 AUG 80 |
| LTC O'Neal | 3 SEP 80 |
| LTC Hook | 15 OCT 80 |
| CDR Womack | 5 OCT 80 |
| CDR Zawadzki | 6 OCT 80 |
| MAJ Cowden | 10 OCT 80 |
| LCDR McWhirter | 1 OCT 80 |
| MAJ Rubinstein | 8 DEC 80 |
| LT Fehr | 14 NOV 80 |
| LT Lynah | 5 JAN 81 |
| ENS Ullissey | 15 JAN 81 |
| YNC Saunders | 8 OCT 80 |
| SSGT Cause | 8 DEC 80 |
| SGT Allen | 21 OCT 80 |
| SP5 Gonzalez | 10 MAY 80 |
| YN2 Davillier | 6 OCT 80 |

b. Subcommittee Routine (October-November)

Twice weekly subcommittee meetings commenced in mid-October. The number of aides required was ascertained and criteria for their selection were determined. Each service was notified of these requirements as well as the number of drivers that would be needed. In addition, the states and territories were allocated to the various services for purposes of assignment of military aides to the governors. Interviews with prospective aides began in early November; the interview workload was such that subcommittee meetings were reduced to an "as necessary" basis.

c. Subcommittee Orientation

A video-cassette presentation of 1977 Inaugural events was scheduled in late October. A tour of the Capitol Building and grounds and an informal discussion with the Chairman, Parade Subcommittee, were conducted for all members of the subcommittee. These and similar activities should be conducted during October before other committees become totally engrossed in their own preparation for the Inaugural and cannot devote sufficient time to the orientation process.

* Most ticket activities were conducted by the aides and in many instances just prior to the various Inaugural events because of PIC ticket distribution problems. Post-Inaugural analysis confirms that the management of tickets by the PIC was the single blight on a near perfect operation.

d. Budget Matters

(1) First budget estimates were due on 3 November. Logistics Subcommittee consolidated budget input and acted as authority for disbursement of funds within AFIC. Coordination with Logistics is required early-on to ensure that military aide ID badges and portfolios are ordered with an approved purchase order. Note: Expenditures incurred in direct support of PIC requirements are reimbursable by the PIC Comptroller. Early coordination with PIC Comptroller will normally result in availability of assets for activities which cannot be funded by the AFIC. The Military Aides Formal Dinner was held 7 January 1981 at Bolling AFB. Funds were available to offset certain costs.

(2) In mid-December, the budget estimates were revised. A more accurate estimate was submitted but subsequently modified to support requirements for additional aides. Acquisition of items of supply in support of aides was not a problem.

e. Military Aide Selection

(1) An early estimate envisioned the aide selection/notification process would be completed on 10 December 1980. The process was to consist of: nomination by the services according to criteria established in the letter of request (Appendix A); screening of military personnel records by respective service personnel centers; personal interview by service representatives; and, finally, interview by selected members of the Military Aides Subcommittee. The subcommittee chairman interviewed those aides selected for key positions such as First and Second Families and cabinet members. The interview process was completed on 12 December 1980 with the selection of 30 personal aides and 30 social aides from each service. They attended the first training meeting held on 17 December 1980.

(2) Assignment of aides was a process which continued into the Inaugural week (17-20 January). This was due to late VIP designation by the PIC. Aides to governors were assigned first since there existed a relative degree of assurance that they would be extended VIP status. Assignment of aides to cabinet members was made as the designations were published by the President-elect. Assignment of First and Second Family aides was made upon determination of composition of those parties. Family biographies are useful in making aide selections. Aides for entertainers were an unexpected requirement and resulted in most services using aides beyond their anticipated requirement. Therefore, some personal aides were assigned without training.

f. Military Aide Training

(1) Military aide training was conducted primarily through briefings held at Bolling AFB on 17 December 1980, 7 January 1981 and 14 January 1981. The initial briefing, designed as an orientation, included both personal and social aides. On 7 January the briefing focused on matters relevant to personal aides and their drivers. The 14 January meeting was intended to provide the latest information regarding Inaugural events and was attended by personal aides and senior social aides (those social aides in charge at a specific event).

(2) As the preparation process unfolded there evolved separate training sessions for personal aides who had similar requirements. Effectiveness can be improved by catering to the information needs of groups of aides with similar and related responsibilities such as governors' aides or aides for cabinet members. A senior aide should be appointed for each of these groups. This procedure is strongly encouraged for 1984/1985 following the orientation briefing which would include all military aides.

g. Subcommittee Support of Inaugural Events

(1) On 22 December, two subcommittee members were assigned to each special event. These members (second member served as alternate) were the subcommittee point of contact for a given event. The PIC presented the aides' functions/duties and limitations at planning meetings which were attended by the PIC event coordinator, the AFIC Special Events Subcommittee coordinator and event site personnel. Meetings for each event were a continuous requirement, until execution of each given event.

(2) During the Inaugural week, Military Aides Subcommittee members assisted at assigned events and attended other events when not otherwise engaged.

h. VIP Coordination Center

The VIP Coordination Center began a 24 hour a day operation the week of 12 January 1981. This permitted an orientation period for the three assigned personnel and facilitated the needs of the Special Services Group (entertainers). Concomitantly, other service members of the Military Aides Subcommittee began working 13-15 hour days. Members worked weekends for the two weeks prior to the Inaugural.

i. Close Out

On 2 February, the subcommittee was reduced to the Chairman, Deputy, Administrative Officer, and Operations Officer. Three enlisted administrative personnel remained to complete after action reports.

6. RESOURCES

a. Personnel

(1) One hundred and seventy five personal aides and 329 social aides were assigned to VIPs or in support of Inaugural events. See Appendix A for distribution of personal aides and social aides.

(2) The Military Aides Subcommittee consisted of the personnel listed in paragraph 2 above. This represented an increase of five officers over that authorized in paragraph 9, AFIC Manning Document. Three of the officers were assigned VIP Coordination Center duties and did not report for duty until January. The authorized manning was inadequate to accomplish the planning and execution of the extended 1981 Inaugural week activities. Suggested manning is attached (Appendix C).

b. Equipment

Radio communication equipment is not specified in any authorization document, yet it is the key supplemental item for successful performance of aide and driver teams. The 1981 subcommittee was able to obtain 260 radios from the USCG and other sources.

7. DISCUSSION

a. Administrative Officer

Because the Armed Forces Inaugural Committee uses Army correspondence format, it would be preferable for either the administrative officer or senior enlisted to be of that service.

b. Physical Facilities

In general, the space allocated to the subcommittee was inadequate. The administrative office was cramped throughout the Inaugural. All spaces were inadequate for the number of aides and drivers who visited the subcommittee staff and VIP Coordination Center during and immediately preceding Inaugural week. It is desirable to have a separate facility for the VIP Coordination Center, but it must be close to the subcommittee.

c. Liaison

Relations with the AFIC Subcommittees and with the PIC need to be established at an early date. The social aides received instructions through a designated senior social aide for a given event. The senior social aide received requirements through the Military Aides Subcommittee, except on the evening of the event when he reported directly to the event site coordinator designated by the Special Events Subcommittee. This procedure was necessary to protect the interests of the various committees. The resultant chain of command was:

- (1) During planning and coordination phase:
MA Subcommittee Project Officer*
Senior Social Aide
Social Aides
- (2) During execution:**
PIC Site Coordinator
Special Events Subcommittee Site Coordinator
Senior Social Aide
Social Aides

* Retains access to PIC event site coordinators.

** Military Aide Subcommittee Project Officer is available on the site but in an advisory capacity only.

d. Tickets and Credentials

These two items dominate past reports as problem areas. The existence and degree of the problem is relative to the organization and functioning of the responsible agents.

(1) The PIC experienced a great deal of difficulty in ticket control, in some instances selling tickets for events in excess of available space. Personal aides spent a great deal of time running down leads on the location of tickets for the distinguished guests they were escorting. Had it not been for aides' efforts, many VIPs would have been without tickets. The Military Aides Subcommittee must be attuned to the way the PIC controls tickets to Inaugural events and organize/reorganize accordingly.

(2) The matter of credentials, historically causing widespread inaccessability for dignitaries, was largely resolved in 1981 through the appointment of a Credentials Coordinator under the Chief of Staff, AFIC. LtCol Nagley's superb performance precluded any recorded problem with event access.

8. RECOMMENDATIONS

- a. That budget requirements be prepared concurrent with planning.
- b. That an early policy statement be sought from PIC regarding the designation of VIPs. Actively seek biographies accordingly.
- c. That military aide training be conducted for separate groups (First Family, Second Family, governors) following the aides' orientation.
- d. That senior social aides serve as points of contact with personal aides for Inaugural events.
- e. That the Military Aides Subcommittee be staffed as shown in Appendix C.
- f. That the subcommittee administrative NCO be Army to ensure correspondence format management.
- g. That adequate office space to house personnel noted in Appendix C and a collocated VIP Coordination Center be identified early in the AFIC planning process.
- h. That the PIC ticket control process be monitored closely to assure timely issuance of tickets to VIPs. Organize for and encourage personal aides to take the initiative in obtaining tickets for their VIP.
- i. That POCs be assigned to each Inaugural event as soon as possible. Coordinate use of POC with Special Events Subcommittee.
- j. Be direct in dealing with civilian representatives from the PIC. They are not always knowledgeable of how a commissioned officer (O4/O5) should be used and may not be concerned.

Prothero says not really true - some events ~~small~~ ~~order~~ mil aides needed/del not have USS prin

3 Appendices:

- A. Assignment of Military Aides
- B. Briefing and Packets for Aides
- C. Personnel and Clerical

WILLIAM L. HAMMACK

COL, USMC

Chairman, Military Aides Subcommittee

ASSIGNMENT OF MILITARY AIDES

1. The following definitions of military aides apply:

- a. Personal Aide - aide assigned to assist a specific person.
- b. Social Aide - aide assigned to assist at official Inaugural events.

2. Each of the five services provided military aides on an "equal representation" basis. The assignment of officers as military aides followed careful screening by each service. Each service member of the Military Aides Subcommittee personally interviewed each volunteer of their respective service for the allotted aide billets. Officers in the grades O4/O5 were initially selected. In the absence of officers in these grades, outstanding O3's were then chosen, but used only as social aides unless personally requested as a personal aide by a VIP. The following criteria were adhered to by all services:

- a. Volunteer for the duty and have parent command approval.
- b. Possess outstanding personal appearance and demeanor.
- c. Have at least a secret clearance.
- d. Reside in and be familiar with the metropolitan Washington, D.C. area.
- e. Not over-age in grade.
- f. As determined through interviews, volunteers must stress their flexibility during high pressure situations; be independent thinkers, assertive, diplomatic.
- g. Have the dinner/mess dress uniform (black tie) or agree to acquire the uniform if selected as an aide.

3. Using the 1977 After Action Report as a guide, each service was asked to provide 30 personal aides and 30 social aides with a standby list of approximately 30 aides. A total of 504 military aides were ultimately used; 329 social aides and 175 personal aides. Having a standby list of aides proved vital since three days prior to the Inauguration a requirement was levied to provide several additional personal aides. The personal aide and social aide recaps are attached (TABs A and B).

4. By memorandum to the Joint Executive Committee (JEC) (TAB C), the Chairman, Military Aides Subcommittee, announced the requirements for military aides and drivers for the 1981 Inauguration. The Army letter requesting volunteers to serve as aides is at TAB D. Similar letters or messages from the other services were also released to their respective service commanders/commandants.

5. At a subcommittee meeting in late October, states/territories were apportioned equally among the services. The 1977 After Action Report was used as a guide in determining which states were allocated to which service. Changes were made to the original allocation due to a particular service's interest in

a state/territory. Aides assigned to governors were from the same state/territory as the governor to whom assigned. Mid-December was established as the deadline for final selection of all aides. Some late changes were made to meet special requirements.

6. This was the first Inauguration to provide military aides to entertainers. There were 44 officers assigned as such. When the initial requirement was levied by the PIC to provide these aides, there was much ado about whether or not it was appropriate for field grade officers to be personal aides to persons of that category. The preferable course of action would have been to recommend that volunteers from the PIC act as escorts to the entertainers.

7. The official listing of governors for each state and territory was obtained from the National Governors' Association located at 444 North Capitol Street. As soon as the November gubernatorial election results were made official, those governors' names and addresses were provided by the Governors' Liaison Office of the PIC.

8. Following the initial invitation to the governor (a letter from PIC - TAB E), a letter was sent from the Chairman, Military Aides Subcommittee, to inform the governor of the assignment of a military aide (TAB F). At this point, the personal aide effected direct liaison with the Governor's Office.

9. Members of the First and Second Families, cabinet-designees, key White House Staff, Transition Office personnel and other persons invited by the President were sent letters, time permitting (TAB G). The determination of who would receive personal aides was announced by the PIC Co-Chairmen. The PIC furnished contact names and telephone numbers to the Military Aides Subcommittee. All coordination was then conducted telephonically by the aides. It should be noted that, as happened in past Inaugurals, the Military Aides Subcommittee had to pursue the PIC to obtain requirements for personal aides and, even then, some assignments were made just three days prior to the Inauguration.

10. TABS H through K are samples of the military aides interview sheet, military drivers interview sheet, military aides spouse/escort information sheet and Secret Service clearance form. All the biographical information is absolutely essential. Rosters, alphabetical by service, with home and business addresses and phone numbers, and assignments should be developed as soon as possible. The aide interview sheet used for the 1981 Inaugural was usable in the initial months, but it became apparent that the following changes/revisions are appropriate:

a. Prepare an aide interview sheet to be used for interviews to assist in aide selection and in matching them with VIPs. A recommended revised aide interview sheet is attached as TAB L.

b. An aide data card (5x8 index card) is necessary in order for administration personnel to have easy access to personal information for each of the military aides (TAB M).

c. Have prospective aides complete both forms at time of interview. It cannot be emphasized strongly enough that the interviewee must prepare these forms legibly and complete.

11. Samples of 30" x 40" wall charts used to display essential information mainly for use by the Military Aides Subcommittee members are attached (TABS N through Q). A matrix which proved necessary for each service member to use in the assignment of individual social aides to events is at TAB R. This system worked well. The information must be current.

12.—For each Inaugural event a senior social aide was assigned to coordinate and instruct the social aides for that event and pursue liaison with the Special Events Subcommittee project officer, PIC project officer, site coordinators and Secret Service. The senior social aide proved invaluable to the Military Aides Subcommittee, since about two weeks prior to Inauguration the subcommittee members had virtually no time to attend the myraid of walk-throughs/rehearsals. The Military Aides Subcommittee provided the senior social aides with the names and phone numbers of all social aides by event.

MILITARY AIDES RECAP

AIDE TO THE CHIEF JUSTICE

Warren Burger

LTC Gary Hagen, USAF

AIDE TO THE GENERAL OF THE ARMY

General of the Army Omar Bradley

LTC Fred Greene, USA

AIDES TO THE CABINET DESIGNEES

Donald T. Regan - Sec. of Treasury
Caspar W. Weinberger - Sec. of Defense
William F. Smith - Attorney General
Malcolm Baldrige - Sec. of Commerce
Richard S. Schweicker - Sec. of Health
and Human Serv.

MAJ Pat Finneran, USMC
MAJ James Williams, USMC
MAJ Dick Theokas, USAF
LTC Terry Cannon, USMC
CDR Oliver Evans, USN

Andrew L. Lewis, Jr. - Sec. of Trans.
David A. Stockman - Director, OMB
William J. Casey - Director, CIA
Alexander M. Haig, Jr. - Sec. of State
Raymond J. Donovan - Sec. of Labor
James B. Edwards - Sec. of Energy
James G. Watt - Sec. of Interior
John R. Block - Sec. of Agriculture
Edwin Meese, III - White House Counsel
Terrel H. Bell - Sec. of Education
Bill Brock - Special Trade Envoy
Jeane J. Kirkpatrick - Ambassador to
United Nations

CDR Howard Gehring, USCG
CDR Thomas Nunes, USCG
LTC Charles Thomas, USAF
LTC Seth Hudging, USA
LCDR Peter Roberts, USN
LTC Stanley Boyd, USAF
LCDR James C. Clow, USCG
LTC Robert Vlasics, USA
MAJ Jeffrey Jones, USA
LCDR Joseph Gawlik, USN
CDR Pete A. Joseph, USCG
LCDR Kerry Davidson, USN

Samuel R. Pierce, Jr. - Sec. of HUD
James Brady - Press Secretary
Holmes Tuttle
Lynn Nofziger

LTC Frederick Dietrich, USAF
MAJ Andrew Pratt, USMC
LCDR Skipp Calvert, USN
LTC Bill Boozer, USA

JCCIC

Senator Mark O. Hatfield
Representative Thomas P. O'Neil
Representative Robert H. Michel
Senator Howard H. Baker
Representative Jim Wright
Senator Robert C. Byrd
Senator Claiborne Pell
Congressman John J. Rhodes

MAJ Steve Crittenden, USMC
MAJ John J. Folan, USMC
LTC Larry N. Osborn, USA
LCDR Paul Thompson, USN
CDR Richard Beaver, USCG
LTC Rosalyn Knapp, USAF
LTC Gerald Bottorff, USAF
LTC Thomas Will, USAF.

AIDES TO THE FIRST FAMILY AND FRIENDS

President-Elect Ronald Reagan
Maureen Reagan and Guest
Ron and Doria Reagan
Mike and Colleen Reagan
Patti Reagan
Dr. & Mrs. Loyal Davis
(Mrs. Reagan's parents)
Dr. & Mrs. Richard Davis
Mr. & Mrs. Neal Reagan
Billy Graham
Happy Rockefeller
John Connally
Reverend Moomaw
Dr. Abernathy
Dr. Kissinger

COL Robert Fiero, USA
CDR John Hamer, USN
MAJ Fred Peck, USMC
LTC James Morris, USAF
MAJ Charles Atkins, USMC
LCDR Henry Bedinger, USN

CDR Ed King, USCG
LTC Ron Sable, USAF
LTC Gerald May, USAF
MAJ Garrett Cowser, USA
MAJ John Smith, USAF
CDR Gary Taylor, USN
LCDR Samuel Burton, USCG
MAJ Victor J. Tambone, USAF

AIDES TO THE SECOND FAMILY AND FRIENDS

Vice President-Elect George Bush
Barbara Bush
George W. Bush
Neil Bush
Dorothy Bush
Jeb Bush
Marvin Bush
Robert Mosbacher
Admiral Daniel J. Murphy, Ret.
Dean Burch
Jim Baker
Mrs. Prescott Bush
Gerry Weintraub

LTC James J. Stewart, USMC
LCDR Todd Bruner, USN
LTC Stevan Richards, USMC
LCDR Chuck King, USCG
LCDR Stewart Marsh, USCG
MAJ Vaughn Johnson, USAF
MAJ Cordis Colburn, USA
LCDR Robert Reining, USCG
CDR Neil Holben, USN
MAJ Terry Scott, USA
LTC James Sims, USMC
MAJ Tom Driskill, USA
MAJ Steve Preiherr, USMC

STATE

GOVERNOR

AIDE

| | |
|-------------|----------------------|
| Alaska | Lowell Thomas |
| Alabama | Forrest H. James |
| Arkansas | Frank White |
| California | Edmund G. Brown, Jr. |
| Connecticut | William O'Neill |
| Delaware | Pierre S. DuPont |
| Georgia | George Busbee |
| Guam | Paul Calvo |
| Hawaii | George Ariyoshi |
| Idaho | John V. Evans |
| Illinois | James R. Thompson |
| Indiana | Bob Orr |
| Iowa | Robert D. Ray |
| Kansas | John Carlin |
| Kentucky | John Y. Brown, Jr. |
| Louisiana | David C. Treen |
| Maine | Joseph F. Brennan |
| Maryland | Harry Hughes |

CDR Mike Dewitt, USCG
LTC Kenneth Key, USAF
LTC Lewis McFarland, USA
CDR James Jacobson, USN
LCDR Gerald Hirsch, USN
CDR Robert Vence, Jr., USCG
LCDR Larry W. Bostic, USN
COL Frank Torres, USA
LTC Ray Sakaki, USA
LTC Charles L. Meadows, USMC
MAJ Robert Bush, USA
CDR John Wallace, USCG
LCDR Jerry Bever, USN
LTC Ronald Blake, USAF
MAJ Robert Poush, USA
LCDR C. Bennett Newlin, USCG
CDR Thomas Powers, USN
MAJ Grayson Winterling, USA

STATEGOVERNORAIDE

Massachusetts Edward J. King
Michigan William G. Milliken
Minnesota Albert H. Quie
Mississippi William F. Winter
Missouri Christopher Bond
New Hampshire Hugh Gallen
New Jersey Brendan T. Byrne
New York Hugh L. Carey
North Carolina James B. Hunt, Jr.
North Dakota Allen I. Olson
Ohio James A. Rhodes
Oregon Victor G. Atiyeh
Pennsylvania Richard L. Thornburgh
Puerto Rico Carlos Romero-Barcelo
Rhode Island Joseph Garrahy
South Carolina Richard W. Riley
South Dakota William J. Janklow
Tennessee Lamar Alexander
Texas William P. Clements

Utah Scott Matheson
Vermont Richard Snelling
Virginia John N. Dalton
Virgin Islands Juan F. Luis
Washington John Spellman
West Virginia John D. Rockefeller, IV
Wisconsin Lee S. Dreyfus
Washington, DC Marion S. Barry, Mayor
TTPI-Pres FED States
of Micronesia
TTPI-High Commissioner
TTPI-Northern Marianas
TTPI-Marshall Islands
TTPI-Palau

CDR Thomas Watkins, III, USCG
CDR Larry Balok, USCG
LTC John L. Parham, USAF
LTC Florian Yoste, USAF
MAJ Douglas Sims, USA
LCDR Paul Thomson, USN
MAJ Paul Tuohig, USA
LCDR Gerald W. Abrams, USCG
MAJ James Davis, USMC
LTC Ronald Susi, USAF
LTC John Zimmerman, USAF
CDR Jon King, USCG
LTC Terry Kemp, USAF
LTC Amilicar Vazquez, USMC
CDR Robert Anson, USN
CAPT Jackie Hagan, USMC
LTC Gerald Bottorff, USAF
CDR John Mazack, USN
LTC Wendell Irby, USAF
MAJ John Smith, USAF
MAJ Henry Gardner, USMC
LTC Richard Flaherty, USMC
CDR Clinton Smoke, USCG
LTC Sam Ebbeson, USA
LCDR Gregory Marshall, USN
MAJ Thomas Fox, USAF
LCDR Dennis Van Buskirk, USN
LTC Thomas B. Surles, USA

LCDR Stewart N. White, USCG
LCDR Larry Wheatley, USCG
LCDR Larry Craig, USCG
LCDR Joseph Telep, USCG
LCDR Robert Ellard, USCG

EXECUTIVE OFFICE

Mr. Martin Anderson
Mr. Darrell Trent
Mr. Ed Thomas
Mr. Bob McCune
Senator Paul Laxalt
Mr. Vern Orr
Mr. Bill Timmons
Ms. Anne Armstrong
Dr. Rich Wirthlin
Admiral Garrick
Mr. Fred Biebel
Mr. Mike Deaver
Mr. Richard Allen
Mr. George Kersey

MAJ Don Brown, USAF
LCDR Ted Tzavellas, USN
LTC John Thompson, USA
MAJ Charlie Arms, USAF
LCDR David Lyon, USCG
LCDR Robert Durst, USN
LCDR Marsha Johnson-Evans, USN
LTC Bill Rasco, USAF
CDR Edward Sclichter, USN
MAJ Jeffrey Grimes, USAF
MAJ Eugene Brindle, USMC
MAJ Ted Lewis, USMC
LTC Elliot Tepper, USA
LTC Michael Prothero, USA

ENTERTAINERS

Ethel Merman
Ben Vereen
Robert Conrad
Juanita Booker
Rich Little
Mel Tillis
Count Basie
Mike Connors
Chad Everett
Johnnie "Scat" Davis
Tony Bennett
Dean Martin
Frank Sinatra
Doc Severinson
Pat Boone
Charlton Heston
Robert Stack
Grace Bumbry
Pointer Sisters
Bob Hope
Debby Boone
Wayne Newton
Lou Rawls
Patti Page
Ray Charles
Commodores
Lionel Hampton
Charlie Pride
Johnny Carson
Anthony Newley
Liz Taylor
Ed McMahon
Hugh O'Brien
Donny Osmond
Marie Osmond
Glen Campbell
Frankie Lane
Mills Brothers
Carol Lawrence
Tanya Tucker
Robert Goulet
Debby Reynolds
James Stewart
Efrem Zimbalist, Jr.

MAJ William Westfall, USMC
MAJ Chet Pino, USMC
MAJ Charles Dittmar, USMC
MAJ William Masciangelo, USMC
MAJ Thomas Scanlon, USAF
MAJ John Chipman, USAF
MAJ Denny Murphy, USAF
LTC John Elle, USAF
MAJ Gerry Ingalsbe, USAF
MAJ Chuck Devellevue, USAF
CDR Richard S. Bizar, USCG
LTC Henry Huntsberry, USA
LTC Justin Hughes, USA
MAJ Eber Brown, USA
MAJ Carol Hemphill, USA
MAJ Richard Fields, USA
MAJ Felix Ciarlo, USA
MAJ Nile Radcliff, USA
LTC Jim Hickman, USA
CDR Nicholas Decarlo, USN
LCDR Paul Kanive, USN
CDR William Metzger, USN
CDR Talmadge Womble, USN
LCDR Thomas Crusier, USN
LCDR Charles Kubic, USN
LCDR Keith Bersticker, USN
LCDR Christopher Weaver, USN
MAJ David Evans, USMC
LTC Neil Mitchell, USMC
LTC Bruce Schwanda, USMC
LTC Don Hirsch, USMC
MAJ Larry Bockman, USMC
MAJ Grey Kuzniewski, USMC
MAJ Patrick Howard, USMC
MAJ Charlie Cox, Jr., USMC
LCDR Dwight Broga, USCG
LCDR Robert A. Danforth, USCG
LCDR Bill May, USCG
MAJ Bill Newson, USAF
LTCOL Bill Keys, USMC
LTCOL Ronald Roberts, USAF
CDR George Worthington, USN
LTC Thomas Hruskocy, USAF
LCDR Louis Casale, USCG

SOCIAL AIDE SUMMARY

| DATE | EVENT | # SOCIAL AIDES | | | | | | TOTAL SA FOR DAY | SA PLUS SPOUSE/DATE | | REMARKS |
|-----------|--|----------------|-----|------|------|------|-------|---------------------|------------------------|----|------------------------------|
| | | USA | USN | USMC | USAF | USCG | TOTAL | | YES | NO | |
| 16 JAN 81 | CO-CMTE CELEBRATION - TASTE OF AMERICA | 4 | 4 | 4 | 4 | 4 | 20 | 16 JAN - 20 | | X | |
| 17 JAN 81 | CO-CMTE CELEBRATION - TASTE OF AMERICA | 2 | 2 | 2 | 2 | 2 | 10 | | | X | |
| 17 JAN 81 | PIC CO CHAIRMAN RECEPTION | 2 | 2 | 4 | 2 | 4 | 14 | 17 JAN - 24 | | X | |
| 18 JAN 81 | DIPLOMATIC CORPS BRUNCH | 1 | 1 | 1 | 1 | 0 | 4 | | | X | |
| 18 JAN 81 | CO CMTE CELEBRATION - TASTE OF AMERICA | 2 | 2 | 2 | 2 | 2 | 10 | | | X | |
| 18 JAN 81 | GOVERNORS RECEPTION | 23 | 21 | 22 | 22 | 12 | 100 | | | X | |
| 18 JAN 81 | INAUGURAL PRAYER CONVOCATION | 2 | 2 | 3 | 2 | 2 | 11 | | X | | |
| 18 JAN 81 | DINNERS WITH CONCEPT | 21 | 22 | 20 | 22 | 12 | 97 | 18 JAN - 222 | | X | MALE AIDES ONLY |
| 19 JAN 81 | DISTINGUISHED LADIES RECEPTION | 12 | 13 | 13 | 12 | 11 | 61 | | | X | DESIRE 50% FEMALE |
| 19 JAN 81 | RECEPTION TO HONOR SENIOR AND HANDICAPPED CITIZENS | 2 | 2 | 2 | 6 | 3 | 15 | | | X | |
| 19 JAN 81 | CO CMTE CELEBRATION - TASTE OF AMERICA | 2 | 2 | 2 | 2 | 2 | 10 | | | X | |
| 19 JAN 81 | VICE PRESIDENTS RECEPTION | 19 | 20 | 18 | 17 | 12 | 86 | | X | | SPOUSE MUST ATTEND REHEARSAL |
| 19 JAN 81 | SALUTE TO AMERICA'S HERITAGE | - | 3 | - | 3 | - | 6 | | X | | |
| 19 JAN 81 | GALA - CAPITAL CENTRE | 1 | 2 | 2 | 2 | 2 | 9 | 19 JAN - 157 | X | | |
| 20 JAN 81 | TRANSITION EXECUTIVE CMTE/FAMILY FRIENDS ENROUTE BUS TRIP | 2 | 4 | 2 | 3 | 2 | 13 | | | X | |
| 20 JAN 81 | FEAGAN TEN CLUB/REPUBLICAN EAGLES RECEPTION | 14 | 13 | 13 | 13 | 7 | 62 | | | X | |
| 20 JAN 81 | GOVERNORS LUNCHEON | 2 | 2 | 1 | 3 | 1 | 9 | | | X | |
| 20 JAN 81 | BEARING IN | | | | 1 | | 1 | | | X | |

SOCIAL AIDE SUMMARY

| DATE | EVENT | # SOCIAL AIDES | | | | | TOTAL | TOTAL SA FOR DAY | SA PLUS SPOUSE/DATE | | REMARKS |
|-----------|---|----------------|-----|------|------|------|-------|---------------------|------------------------|----|--|
| | | USA | USN | USMC | USAF | USCG | | | YES | NO | |
| 20 JAN 81 | INAUGURAL BALL - KENNEDY CENTER | 12 | 6 | 12 | 15 | 5 | 50 | | X | | SPOUSES ARE WORKING VOLUNTEERS AND MUST ATTEND REHEARSALS |
| 20 JAN 81 | INAUGURAL BALL - PENSION BLDG | 4 | 5 | 4 | 5 | 2 | 20 | | X | | " |
| 20 JAN 81 | INAUGURAL BALL - AIR AND SPACE | 4 | 4 | 4 | 6 | 2 | 20 | | X | | " |
| 20 JAN 81 | INAUGURAL BALL - MUSEUM OF NATURAL HISTORY | 3 | 4 | 4 | 3 | 2 | 16 | | X | | " |
| 20 JAN 81 | INAUGURAL BALL - MUSEUM OF AMERICAN HISTORY | 4 | 4 | 4 | 5 | 3 | 20 | | X | | " |
| 20 JAN 81 | INAUGURAL BALL - SHOREHAM HOTEL | 9 | 9 | 9 | 10 | 3 | 40 | | X | | " |
| 20 JAN 81 | INAUGURAL BALL - EMBERTON WASHINGTON | 6 | 7 | 6 | 7 | 2 | 28 | | X | | " |
| 20 JAN 81 | INAUGURAL BALL - MAYFLOWER HOTEL (YOUTH BALL) | 4 | 4 | 3 | 4 | 2 | 17 | | X | | " |
| 20 JAN 81 | INAUGURAL BALL - WASHINGTON HILTON | 7 | 7 | 6 | 8 | 2 | 30 | 20 JAN - 326 | X | | " |

TOTAL # OF ACTIVITIES FOR WHICH SOCIAL
AIDES WERE PROVIDED: 27

TOTAL AIDES TO
ALL EVENTS 779

of individual Social Aides utilized:

| Army | Navy | Marine Corps | Air Force | Coast Guard | Total # Official Social Aides |
|------|------|--------------|-----------|-------------|-------------------------------|
| 70 | 72 | 67 | 89 | 31 | 329 |



THE ARMED FORCES INAUGURAL COMMITTEE
FORT LESLEY J. McNAIR
WASHINGTON, D.C. 20319

ANIC-MA

23 October 1980

MEMORANDUM FOR CHAIRMAN JOINT EXECUTIVE COMMITTEE

SUBJECT: Requirements for Military Aides and Drivers for
Inauguration

1. The Military Aides Subcommittee must select sixty (60) officers from each of the armed services to serve as military aides during the 1981 Presidential Inaugural period. Thirty (30) officers from each service are needed as personal aides and thirty (30) from each service as social aides. The request for a total of 300 officers exceeds by 25 the number that was initially requested for the 1977 Inaugural. However, in 1977 there was a short notice requirement for 20 additional officers. The actual determination as to what persons are entitled to a personal military aide and the actual number of events which will require social aides is made by the Presidential Inaugural Committee. Experience has shown that its final requirements may not be known until just before the Inauguration. This year's request for the larger initial number is an attempt to preclude any last minute selection and indoctrination problems. Any officers who are selected but who do not actually serve as personal aides would be required by the Aides Subcommittee only during the times set forth in subparagraphs 2(a), 2(b) and 2(c) below.

2. It is anticipated that the time spent away from parent commands by the aides will be minimal except for a period commencing just prior to the Inauguration and ending shortly thereafter. While no schedule of Inaugural events is presently available, it is anticipated that many of the persons for whom aides are assigned will arrive in the Washington area on 17 January and will depart no later than 21 January 1981. For planning purposes the following schedule is provided:

a. During the month of November 1980 each prospective aide will be interviewed by the Aides Subcommittee.

b. Briefings for all officers who are selected as aides are tentatively scheduled for 16 December 1980, 9 January 1981 and during one additional day to be determined. These briefings will be conducted at Bolling AFB and are planned to last no longer than (3) three hours each.

c. A tour of all Inaugural event sites will be conducted. It is tentatively scheduled for 12 January 1981.

ANIC-MA

23 October 1980

SUBJECT: Requirements for Military Aides and Drivers for
Inauguration

d. During the period of time in which a designated distinguished visitor is in the Washington area for inaugural events, the personal military aide assigned can anticipate a heavy and lengthy daily work schedule. The services of the social military aides will be required only when specific scheduled events are taking place.

3. Officers in grades 04 and 05 will have priority of selection, however, outstanding officers in grade 03 will be considered where a valid shortage of senior officers is demonstrated. States and territories have been divided among the services and at least one personal aide selection should be made accordingly:

(a) ARMY:

Arizona
Arkansas
Hawaii
Illinois

Kentucky
Maryland
Minnesota
Montana

New Jersey
Virgin Islands
District of
Columbia

(b) NAVY:

American Samoa
California
Canal Zone
Connecticut

Georgia
Iowa
Maine
Nevada

Pennsylvania
Rhode Island
Washington
Wisconsin

(c) MARINE CORPS:

Guam
Idaho
Indiana
Kansas

New Hampshire
New Mexico
North Carolina
Puerto Rico

Utah
Vermont
Wyoming
South Carolina

(d) AIR FORCE:

Alabama
Colorado
Florida
Mississippi

Missouri
Nebraska
North Dakota
Ohio

Oklahoma
South Dakota
Texas
West Virginia

(e) U. S. COAST GUARD:

Alaska
Delaware
Louisiana
Massachusetts

Michigan
New York
Oregon

Tennessee
Virginia
TTPI

ANIC-MA

23 October 1980

SUBJECT: Requirements for Military Aides and Drivers for
Inauguration

4. Criteria for the aides selection are as follows:

- a. Outstanding personal appearance and demeanor
- b. Possess at least a secret clearance
- c. Reside in and be familiar with the Washington, D.C. area

5. The subcommittee must also select thirty (30) drivers from each service who should be in grades E-4, E-5 and E-6. In addition to the requirements set forth in paragraph 4 above, each driver must possess a current military and civilian driver's license.

6. Names of prospective aides with home of record and their local home and office points of contact should be provided to the subcommittee no later than 7 November. Names of prospective drivers with points of contact should be provided no later than 10 December 1980.



WILLIAM E. HAMMACK
COL USMC

Chairman, Military Aides Subcommittee



THE ARMED FORCES INAUGURAL COMMITTEE
FORT LESLEY J. McNAIR
WASHINGTON, D.C. 20319

ANIC-SJ

29 October 1980

SUBJECT: Requirements for Military Aides, 1981 Presidential
Inaugural

Commander
Military District of Washington
ATTN: ANPE
Fort McNair, Washington, D.C. 20319

1. The Armed Forces Inaugural Committee must select sixty officers from each uniformed service to serve as military aides during the 1981 Presidential Inaugural events. We anticipate that thirty of the officers will be used as personal aides for VIPs (e.g., governors and cabinet members) and thirty will be social aides at various official inaugural events (e.g., balls and receptions). The actual determination as to which individuals are entitled to personal aides and which events will require social aides will be made by the Presidential Inaugural Committee. Final requirements for aides may not be known until just before the Inaugural; identifying sixty prospective aides should preclude last minute selection and training. Officers who are selected but who do not actually serve as aides will be required by AFIC only during the times shown in paragraph 2a through c.

2. It is anticipated that the time spent away from parent commands by the aides will be minimal except for a period commencing just prior to the Inauguration and ending shortly thereafter. While no schedule of Inaugural events is presently available, it is anticipated that many of the persons for whom aides are assigned will arrive in the Washington area on 17 January and will depart no later than 21 January 1981. For planning purposes the following schedule is provided:

a. During the month of November 1980 each prospective aide will be interviewed by the Aides Subcommittee.

b. Briefings for all officers who are selected as aides are tentatively scheduled for 16 December 1980, 9 January 1981 and during one additional day to be determined. These briefings will be conducted at Bolling Air Force Base and are planned to last no longer than three hours each.

ANIC-SJ

29 October 1980

SUBJECT: Requirements for Military Aides, 1981 Presidential Inaugural

c. A tour of all Inaugural event sites is tentatively scheduled for 12 January 1981.

d. During the period of time in which a designated distinguished visitor is in the Washington area for Inaugural events, the personal military aide assigned can anticipate a heavy and lengthy daily work schedule. The services of the social military aides will be required only when specific scheduled events are taking place.

3. Request sixty Army officers be identified to serve as military aides during the 1981 Presidential Inaugural. Officers in the grades of major and lieutenant colonel are desired; however, outstanding captains will be considered if there is a shortage of qualified field grade officers. Once identified, the officers will be interviewed by personnel from the Military Aides Subcommittee, AFIC. Officers selected for interview should:

a. Volunteer for or express interest in service as an aide for the 1981 Presidential Inaugural.

b. Have outstanding personal appearance and demeanor.

c. Have at least a secret clearance.

d. Reside in and be familiar with the Washington, D.C. area.

4. Each service has been assigned specific states. Where possible, an officer should be selected from each state/territory on your list (Inclosure 1) to serve as personal aide to the governor of that state. Names of prospective aides, with their home of record and office/home telephone numbers should be provided to the AFIC Military Aides Subcommittee as soon as possible - 7 November is desired. The point of contact in AFIC is Lieutenant Colonel O'Neal (693-8845).

FOR THE CHAIRMAN:

1 Incl
as

Signed 29 Oct 80
CHARLES H. MAYHEW
COL, USA
Chief of Staff

. STATES/TERRITORIES

Arizona
Arkansas
Hawaii
Illinois

Kentucky
Maryland
Minnesota
Montana

New Jersey
Virgin Islands
District of
Columbia



Presidential Inaugural Committee - 1981

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

GOVERNORS PARTICIPATION
(202) 382-8451

December 6, 1980

The Honorable William P. Clements, Jr.
Governor of Texas
807 Brazos, Suite 1001
Austin, Texas 78701

c/o Herb Buttram

Dear Governor Clements:

We are formulating plans for the 1981 Inaugural as quickly as possible, and are looking forward to working with you over the next six weeks to insure that the Inaugural is a successful and a memorable event. We know that you are in need of specific information so that you may plan for your participation. That is the purpose of the Governors Participation Committee.

Each of the 50 state Governors has been allotted a limited number of invitation requests. Inasmuch as there is a limit to the number of invitations which can be sent, it is important that you consider the most deserving individuals (please remember to include yourself). There will be two types of invitations for your distribution:

- A. Commemorative Invitations--these will be for souvenir purposes only and will not provide admission to any Inaugural events.
- B. Special Invitations--for individual Inaugural events (see attached list and your allotment page).

The majority of invitations were allocated to each state, and will be distributed through your state coordinator (state coordinator information can be provided by Ginny Martinez, at 202/382-8273). The balance is divided among a number of special groups including Governors, U.S. Senators, Delegates and Alternates to the 1980 Republican National Convention, Republican Electors in the states carried by President-elect Reagan, and others.

In most instances someone from our office has made contact with a member of your office regarding the urgency with which we need the names of those people you would like invited. We recognize that we are compressing a great deal of activity into a relatively short period of time, so we must ask you to act as quickly as possible to provide us with your list of invitations (using the sample forms enclosed) no later than December 10th.

Governor Clements
Page Two

The quota for invitations assigned to you is attached. Please duplicate and send us your completed A) Commemorative Invitation Form and B) Special Invitation Form (printed or typed). We will see that invitations to purchase tickets are promptly mailed.

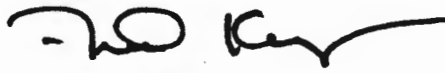
In the near future, you will be contacted by the two other deputies, Mr. Chauncey Veatch, III (transportation and personal services) and Mr. Frank Mermoud (housing arrangements). Please feel free to contact us at any time with your questions.

These are exciting times and we encourage your participation in this event.

Sincerely,



MARTIN DYER
Director
Governors Participation



FRED KARGER
Deputy Director
Ticket Control



THE ARMED FORCES INAUGURAL COMMITTEE

**FORT LESLEY J. MCNAIR
WASHINGTON, D.C. 20319**

ANIO-MA

23 December 1980

**The Honorable William P. Clements, Jr.
Governor of Texas
Governor's Office
State Capitol
Austin, Texas 78710**

Dear Governor Clements:

I am pleased to introduce Lieutenant Colonel Wendell L. Irby, United States Air Force, who has been assigned as your military aide during your attendance at the Presidential Inaugural in Washington.

Upon your acceptance of the invitation extended by the Presidential Inaugural Committee, Lieutenant Colonel Irby will contact your staff to coordinate all aspects of your stay in Washington.

Lieutenant Colonel Irby is an experienced officer who will ensure that your visit will be pleasant and unencumbered. Among the functions which your aide will perform are the following:

- a. Meet you upon your arrival in Washington.**
- b. Provide and coordinate your local ground transportation.**
- c. Coordinate your schedule and acknowledge invitations at your direction.**
- d. Make appointments with persons you desire to see and schedule appointments for those persons who desire to call on you.**
- e. Serve as your escort at social and official functions.**
- f. Make the arrangements for, and escort you and your family on local sightseeing trips.**

We look forward to assisting you and hope that your stay in Washington is rewarding and enjoyable.

Sincerely,

**WILLIAM L. HAMMACK
Colonel, U. S. Marine Corps
Chairman, Military Aides Subcommittee**

**Telephone: 202/693-8846
Autovon: 223-8847**

TAB F TO APPENDIX A



THE ARMED FORCES INAUGURAL COMMITTEE
FORT LESLEY J. MCNAIR
WASHINGTON, D.C. 20319

ANIC-MA

8 January 1981

Mr. Edwin Meese III
Office of the President-Elect
Washington, D.C. 20270

Dear Mr. Meese:

I am pleased to introduce Major Jeffrey Jones, United States Army, who has been assigned as your Military Aide for the 1981 Presidential Inauguration. Major Jones will contact your staff to determine the official activities and private events that you plan to attend. Your aide is an officer with broad experience in the military and has been assigned to ensure that your participation in the Inauguration is pleasant and unencumbered. Among the functions which your aide will perform are the following:

- a. Arrange your local transportation and ensure that your driver is always familiar with your itinerary.
- b. Keep your Inaugural schedule.
- c. Serve as your escort at official and social functions.

We look forward to assisting you and hope that your participation in the Inauguration is rewarding and enjoyable.

Sincerely,

WILLIAM L. HAMMACK
Colonel, U. S. Marine Corps
Chairman, Military Aides Subcommittee

Telephone: (202) 693-8846
Autovon: 223-8847

MILITARY AIDES INTERVIEW SHEET

LAST NAME FIRST NAME MIDDLE NAME RANK SSN

BRANCH OF SERVICE DATE OF RANK MILITARY SPECIALTY SEX RACE DATE OF BIRTH

PLACE OF BIRTH PRESENT ASSIGNMENT OFFICE ADDRESS

REPORTING SENIOR TITLE OFFICE PHONE HOME ADDRESS

HOME PHONE SPOUSE'S NAME Would spouse be able to assist? YES NO

HOMETOWN, STATE SECURITY CLEARANCE DATE COLLEGE ATTENDED

LOCATION DEGREE DATE

Do you have Evening/Mess Dress Uniform? YES NO

What foreign language do you speak?

What foreign language does your spouse speak?

How long have you been in the National Capitol Region?

Are you familiar with the Metro Washington D.C. Area? YES NO

Have you ever been permanently assigned as an aide to a general/flag officer? YES NO

Have you been an aide at a previous Inaugural? YES NO (If yes, explain in remarks).

Do you know any of the VIP's who will be attending? YES NO (If yes, explain in remarks).

Do you prefer to be a Personal Aide Social Aide Either

Hobbies/Special Interest:

Remarks:

The following driver has been assigned.

DRIVER: RATE OFFICE PHONE

HOME PHONE COMMAND ADDRESS

REPORTING SENIOR

PRIVACY ACT STATEMENT

1. **AUTHORITY:** Title 10, United States Code, Section 3102.
2. **PRINCIPAL PURPOSE:** To provide subcommittee for military aides with information for selecting military aides for the 1981 Presidential Inauguration and, if selected, for presentation to the Secret Service to obtain clearance to attend Inaugural events.
3. **ROUTINE USES:** Used internally by subcommittee chairman and members to evaluate the individual's qualifications as a military aide. Used to maintain contact with selected aides. Used to provide information about military aide to individual's for whom aide has been selected. Used to answer inquiries from other agencies of Federal, State and local government under the Freedom of Information Act (AR 340-17), or when the individual have given prior consent for release.
4. **MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION.** Disclosure of the information is mandatory if the individual wishes to be considered for official participation in Inaugural Activities

PROSPECTIVE AIDE

MILITARY DRIVER INTERVIEW SHEET

| | | | | | | |
|--------------------|-----|--------------------|----------------|--------------|------------------|-----|
| LAST NAME | | FIRST NAME | | MIDDLE NAME | RANK | SSN |
| BRANCH OF SERVICE | SEX | RACE | DATE OF BIRTH | | PLACE OF BIRTH | |
| PRESENT ASSIGNMENT | | | OFFICE ADDRESS | | REPORTING SENIOR | |
| TITLE | | OFFICE PHONE | | HOME ADDRESS | HOME PHONE | |
| HOMETOWN, STATE | | SECURITY CLEARANCE | | DATE | | |

Do you have Evening/Mess Dress Uniform? YES _____ NO _____

What foreign language do you speak? _____

What foreign language does your spouse speak? _____

How long have you been in the National Capitol Region? _____

Are you familiar with the Metro Washington D.C. Area? YES _____ NO _____

Have you ever been permanently assigned as an aide to a general/flag officer? YES _____ NO _____

Have you been an aide at a previous Inaugural? YES _____ NO _____ (If yes, explain in remarks).

Do you know any of the VIP's who will be attending? YES _____ NO _____ (If yes, explain in remarks).

Do you prefer to be a: Personal Aide _____ Social Aide _____ Either _____

Do you possess a current military drivers license? YES _____ NO _____

Do you possess a current state drivers license? YES _____ NO _____

REMARKS: _____

The above driver will assist the following military aide:

| | | | |
|----------------|-------|--------------|------------|
| NAME | GRADE | OFFICE PHONE | HOME PHONE |
| OFFICE ADDRESS | | HOME ADDRESS | |

PRIVACY ACT STATEMENT

1. **AUTHORITY:** Title 10, United States Code, Section 3102.
2. **PRINCIPAL PURPOSE:** To provide subcommittee for military aides with information for selecting military aides for the 1981 Presidential Inauguration and, if selected, for presentation to the Secret Service to obtain clearance to attend Inaugural events.
3. **ROUTINE USES:** Used internally by subcommittee chairman and members to evaluate the individual's qualifications as a military aide. Used to maintain contact with selected aides. Used to provide information about military aide to individual's for whom aide has been selected. Used to answer inquiries from other agencies of Federal, State and local government under the Freedom of Information Act (AR 340-17), or when the individual have given prior consent for release.
4. **MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION.** Disclosure of the information is mandatory if the individual wishes to be considered for official participation in Inaugural Activities

PROSPECTIVE AIDE

MILITARY AIDE'S SPOUSE/ESCORT INFORMATION SHEET

NAME OF AIDE OR COMMITTEE MEMBER:

LAST NAME FIRST MIDDLE MAIDEN NAME

AIDE'S OR COMMITTEE MEMBER'S BRANCH OF SERVICE _____

NAME OF AIDE'S OR COMMITTEE MEMBER'S SPOUSE/ESCORT:

LAST NAME FIRST MIDDLE MAIDEN NAME

DATE AND PLACE OF BIRTH OF SPOUSE/ESCORT:

DATE OF BIRTH CITY AND COUNTY (PROVINCE) STATE (COUNTRY)

SOCIAL SECURITY NUMBER OF SPOUSE/ESCORT _____

PRIVACY ACT STATEMENT

1. **AUTHORITY:** Title 10, United States Code, Section 3102.
2. **PRINCIPLE PURPOSE:** To provide information to Secret Service in order to obtain any necessary clearance for spouse or escort of Military Aide or Committee Member to attend presidential inaugural activities.
3. **ROUTINE USES:** Transmitted by Aides Subcommittee to Secret Service to be used to inquire into the personal history of the individual. Used to answer inquiries from other agencies of Federal, State and Local governments under the Freedom of Information Act (AR 340-17) or when the individual has given prior consent for release.
4. **MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION:** Disclosure of the information is mandatory if the individual wishes to be considered for official participation in inaugural activities.

SPOUSE/ESCORT

**INFORMATION REQUIRED PURSUANT TO
THE PRIVACY ACT OF 1974 (P.L. 93-579).**

All information requested on this form is collected under authority derived from 18 USC 3056, 3 USC 202 and/or Public Law 90-331. The purpose of the information is for background investigations of individuals who have access to secured areas or who may be in close proximity to persons protected by the Secret Service (including the Uniformed Division). The routine uses of the information requested include referral to other Federal, state and local agencies for determining suitability for access to secured areas. Submission of the information is voluntary. However, failure to provide the information requested may prohibit processing and cause denial of access to secured areas protected by the Secret Service.

Disclosure of your Social Security Account Number is voluntary. This information is used to identify and separate individuals with similar or identical names or initials. Refusal to disclose your social security number will not be cause for denial of any right, benefit or privilege provided by law.

**PLEASE TYPE OR PRINT
(MILITARY USE ONLY)**

| | | | |
|-------------------------|--|-------------------------------|----------------|
| LAST NAME | FIRST NAME | MIDDLE NAME | |
| | | | |
| SEX | GRADE | DATE OF BIRTH | PLACE OF BIRTH |
| | | | |
| SOCIAL SECURITY NUMBER* | CURRENT STREET ADDRESS | CITY AND STATE | |
| | | | |
| TELEPHONE NUMBER | Service Branch (circle one) | Duties (circle or write) | |
| TTC NAGLEY 3-1709 | Army Navy Marines Air Force Coast Guard | Escort Driver Aide Medical | |

GSA FPMR (11-76)

SEE REVERSE

INFORMATION REQUIRED PURSUANT TO
THE PRIVACY ACT OF 1974 (P.L. 93-579).

All information requested on this form is collected under authority derived from 18 USC 3056, 3 USC 202 and/or Public Law 90-331. The purpose of the information is for background investigations of individuals who have access to secured areas or who may be in close proximity to persons protected by the Secret Service (including the Uniformed Division). The routine uses of the information requested include referral to other Federal, state and local agencies for determining suitability for access to secured areas. Submission of the information is voluntary. However, failure to provide the information requested may prohibit processing and cause denial of access to secured areas protected by the Secret Service.

Disclosure of your Social Security Account Number is voluntary. This information is used to identify and separate individuals with similar or identical names or initials. Refusal to disclose your social security number will not be cause for denial of any right, benefit or privilege provided by law.

PLEASE TYPE OR PRINT
(MILITARY USE ONLY)

| | | | | |
|------------------------|-----------------------------|------------------------|--------------------------|----------------------|
| LAST NAME | | FIRST NAME | | MIDDLE NAME |
| <input type="text"/> | | <input type="text"/> | | <input type="text"/> |
| DATE | MO | DAY | PLACE OF BIRTH | |
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | |
| SOCIAL SECURITY NUMBER | | CURRENT STREET ADDRESS | | CITY AND STATE |
| <input type="text"/> | | <input type="text"/> | | <input type="text"/> |
| TELEPHONE NUMBER | Service Branch (circle one) | | Duties (circle or write) | |
| <input type="text"/> | <input type="text"/> | | <input type="text"/> | |

DDF 100 (11-79)

SEE REVERSE

MILITARY AIDE INTERVIEW SHEET

RANK

NAME (LAST) (FIRST) (M.I.)

SERVICE

HOMETOWN, STATE

COLLEGE ATTENDED

LOCATION

DEGREE/FIELD

MILITARY SPECIALTY

HEIGHT

WEIGHT

1. Do you have Evening/Mess Dress Uniform? YES _____ NO _____
2. What foreign language do you speak? _____
3. What foreign language does your spouse speak? _____
4. Are you familiar with the Metro Washington, D.C. area? YES _____ NO _____
- Have you every been permanently assigned as an aide to a general/flag officer?
YES _____ NO _____
6. Have you been an aide at a previous Inaugural? YES _____ NO _____ (If YES, explain in remarks.)
7. Do you know any of the VIPs who will be attending? YES _____ NO _____ (If YES, explain in remarks.)
8. Do you prefer to be a Personal Aide _____ Social Aide _____ or Either _____?
9. Hobbies/Special Interest: _____
10. Remarks:

MILITARY AIDE DATA CARD

| | | | |
|-------------|-------------------------------------|----------------|------------|
| <u>RANK</u> | <u>NAME (LAST) (FIRST) (MIDDLE)</u> | <u>SERVICE</u> | <u>SSN</u> |
|-------------|-------------------------------------|----------------|------------|

| | | | |
|---------------------|-------------|------------|---------------------------|
| <u>DATE OF RANK</u> | <u>RACE</u> | <u>SEX</u> | <u>PRESENT ASSIGNMENT</u> |
|---------------------|-------------|------------|---------------------------|

| | | |
|---------------------------------|------------|-------------------------------------|
| <u>OFFICIAL MAILING ADDRESS</u> | <u>ZIP</u> | <u>OFFICE PHONE (LOCAL/AUTOVON)</u> |
|---------------------------------|------------|-------------------------------------|

| | | |
|--|---------------------------------|------------|
| <u>REPORTING SENIOR (08 level) (Title)</u> | <u>OFFICIAL MAILING ADDRESS</u> | <u>ZIP</u> |
|--|---------------------------------|------------|

| | | | |
|---------------------------|--------------------------|----------------------|-----------------------|
| <u>SECURITY CLEARANCE</u> | <u>DATE OF CLEARANCE</u> | <u>DATE OF BIRTH</u> | <u>PLACE OF BIRTH</u> |
|---------------------------|--------------------------|----------------------|-----------------------|

| | | |
|---------------------|------------|-----------------------------|
| <u>HOME ADDRESS</u> | <u>ZIP</u> | <u>AREA CODE/HOME PHONE</u> |
|---------------------|------------|-----------------------------|

SPOUSE INFORMATION:

| | |
|-------------------------------------|------------|
| <u>NAME (LAST) (FIRST) (MIDDLE)</u> | <u>SSN</u> |
|-------------------------------------|------------|

| | | | |
|----------------------|-----------------------|-------------|------------|
| <u>DATE OF BIRTH</u> | <u>PLACE OF BIRTH</u> | <u>RACE</u> | <u>SEX</u> |
|----------------------|-----------------------|-------------|------------|

SOCIAL AIDE ASSIGNMENTS

TAB N TO APPENDIX A

FIRST FAMILY & FRIENDS

SECOND FAMILY & FRIENDS

ENTERTAINERS

| VIP | SERVICE BRANCH | AIDE | DRIVER |
|-----|-------------------|------------------------------------|------------------------------------|
| | | Name Office Phone Home Phone | Name Office Phone Home Phone |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

* Each service member responsible for posting their respective service assignments.

** Separate charts were made for each of the above VIP categories

TAB 0 TO APPENDIX A

GOVERNORS

[illegible]

*Each service member responsible for posting respective service assignments.

[illegible]

* EACH SERVICE MEMBER RESPONSIBLE FOR POSTING THEIR RESPECTIVE SERVICE ASSIGNMENTS.

SEPARATE CHARTS WERE MADE FOR EACH OF THE ABOVE VIP CATAGORIES.

INAUGURAL EVENTS

[illegible]

BRIEFINGS AND PACKETS FOR AIDES

1. General. Three general briefings for aides were held on 17 December, 7 January and 14 January at Bolling AFB Theater. Special Group briefings were also held. Preparations to develop the briefing and the information packets for the personal and social aides began on 8 December. Each member of the Military Aides Subcommittee and individuals from each of the other AFIC Subcommittees were contacted for input. Contact was also established with PIC committees. PIC participation for the first briefing was minimal as most of their committees were not yet established. The archivist for the PIC and the Republican Party archivist at the National Archives were visited to see what information concerning military aides was available from prior Inaugurations. We determined that military aide participation in prior Inaugurations is not contained in the archives.

2. Chronology and Information.

a. Orientation Briefing for all Military Aides.

(1) Time and location. 1330, 17 December 1980, Bolling AFB Theater.

(2) Content. The objective of the orientation briefing was to provide background on the AFIC, the organization and mission of the Military Aides Subcommittee and, in general terms, the role of military aides. To this end, the aides received a briefing by the Chairman, AFIC, and Chairman, Military Aides Subcommittee. Specific content of this briefing is on file in the Military Aides Subcommittee foot locker. A 30 minute film of the 1977 Inaugural was shown. Information packets were distributed containing:

- (a) Basic briefing charts
- (b) Protocol guidance
- (c) Road map of Washington, D.C.
- (d) Metro map of Washington, D.C.
- (e) Dining guide for area
- (f) Inaugural events schedule
- (g) Hometown News Release forms
- (h) Secret Service Security Forms

b. Briefing for Personal Aides, Senior Social Aides, and Drivers.

(1) Time and location. 1330, 7 January 1981, Bolling AFB Theater.

(2) Content. The purpose of this briefing was to focus on personal aide responsibilities and their relation with the senior social aides, and to

orient personal drivers regarding their responsibilities. Additionally, personal aides and their respective drivers were introduced at this briefing. Packets were provided to all aides and drivers containing:

- (a) Basic briefing charts
- (b) Military aide portfolio
- (c) Military aide badges
- (d) Secret Service Security Forms for drivers
- (e) Dress code
- (f) Communications instructions (radios)

c. Comprehensive Briefing to Update Personal Aides, Senior Social Aides, and Drivers.

(1) Time and location. 1330, 14 January 1981, Bolling AFB Theater.

(2) Content. The final formal briefing was designed to build on the information base gained at the previous briefings and to update that information according to the latest PIC planning. It is essential to schedule this briefing as late as possible yet prior to the arrival of the VIPs. Briefing packets were distributed which contained:

- (a) Briefing agenda
- (b) Updated Inaugural events listing
- (c) Telephone numbers for ticket Will-Call
- (d) Vice President-Elect's Reception handouts
- (e) Roster of all personal aides assignments
- (f) Copy and format of itinerary requirements
- (g) Copy of information for After Action Report
- (h) Medical aid stations map
- (i) Lists of aides and invited guests on whom we had security
- (j) Handout dealing with meeting people with disabilities
- (k) Will-Call Center opening announcement
- (l) Civilian dress code

forms

d. Special Group Briefings

(1) These were conducted as required and at the call of the senior personal aide for a special group.

(2) Content. The content was esoteric to that group. This method of providing information evolved as the planning and education process progressed. A very effective and time efficient procedure, special group meetings are strongly recommended, as noted in paragraph 8, Annex D.

3. Problems and Recommendations not Included in Paragraph 8 of Annex D.

a. Projector/Screen. There was a certain incompatibility between the vu-graph and the screen at Bolling AFB Theater. Recommend that evaluation of best training aid method to support briefings be determined during October and appropriate system rented/purchased. Alternative systems are video cassette, vu-graph, 35MM projector or movie film or combination of any of the above.

b. Briefing Timetable. A lesson was learned that timetables for briefings should not be used unless all briefers rehearse, which is unlikely during this time constrained period. Briefers came from all agencies and did not accurately project the length of their briefing, causing the schedule to run late. This produced an apprehensive and restless audience. Therefore, it is recommended that the briefing agenda provided to the aide not contain a schedule.