

Ronald Reagan Presidential Library
Digital Library Collections

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

Collection: Griscom, Thomas: Files
Folder Title: [Washington Summit, 1987]:
Summit (2)
Box: 1

To see more digitized collections visit:

<https://reaganlibrary.gov/archives/digital-library>

To see all Ronald Reagan Presidential Library inventories visit:

<https://reaganlibrary.gov/document-collection>

Contact a reference archivist at: reagan.library@nara.gov

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

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

~~CONFIDENTIAL~~

THE WHITE HOUSE
WASHINGTON

Received SS
1007 SEP 28 PM 2:56

September 28, 1987

MEMORANDUM FOR RHETT DAWSON

FROM: JAMES C. MCKINNEY *JCM*
SUBJECT: Summit Planning

The White House Military Office needs to be prepared for any eventuality concerning the planned US/Soviet summit in November, 1987. We realize we are a service organization when it comes to these matters but it will be difficult to provide an efficient summit environment if we do not have time to plan.

There are a couple of "pluses" this time around. WHMO does possess good information on the kind of services that were provided for the Nixon/Brezhnev conference in 1973. Also, from a communications standpoint, we can fairly accurately anticipate Soviet needs based on recent experience in Geneva and Reykjavik. I have talked to Jeannie Bull at Department of State who will likely be heavily involved with the visit. She will be aided by our files and will work closely with us at the appropriate time. Unfortunately, Department of State did not retain all the 1973 information. She was delighted to learn that we have maintained some historical data.

Following is a summary of the operational aspects of the 1973 visit of Brezhnev:

Pre-Summit:

-- The Soviets conducted a "full-blown" pre-advance well in advance of the actual visit. The pre-advance team from the Soviet Union traveled on U.S. aircraft within CONUS and were accompanied by the usual complement of military support staff (e.g., Military Aide, USAF advance, USMC advance, etc.).

-- Several weeks before the visit a Soviet military staff arrived with several plane loads of communications and support equipment.

-- Soviet communications equipment pre-installed in each locale visited by Brezhnev:

- Washington, DC
- Camp David
- San Clemente
- Houston
- Detroit

DECLASSIFIED

White House Guidelines, August 28, 1997
By *JCM* NARA, Date 5/17/07

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

-- The primary official meeting place was Camp David. (See attachment.)

Summit:

-- Brezhnev arrived, without his wife, and was immediately taken to Camp David alone for jet-lag recuperation. It is assumed Department of State hosted this portion of the visit.

-- Two days later an official welcoming ceremony was held at the White House.

-- A State Dinner and cruise to Mount Vernon was then followed by a helicopter lift to Camp David with the President.

-- Several days of meetings were held at Camp David.

Post Summit:

-- Air Force One provided a low, slow and scenic trip to California with the President.

-- One or two days of informal visits followed at San Clemente.

-- We are not certain where Detroit & Houston fit into the trip.

-- The President bade an official farewell at the end of the trip.

ISSUES

A number of issues need to be addressed as soon as possible:

a. Aircraft - The USSR insisted Nixon fly on Soviet aircraft when he visited there in 1972. The U.S. insisted on the use of Air Force aircraft for the Brezhnev visit. Even if Soviet aircraft is permitted on this trip, the USAF will likely be tasked to escort the official party. (Safety would dictate use of our planes and our pilots.)

b. Camp David - Refer to the attached with reference to accommodations at Camp David. From a security standpoint, the Camp is probably the easiest to secure, especially in view of our recent improvements there. Other locales will require large investments by both the U.S. and the Soviets.

c. Ranch - If a visit to the Ranch is contemplated we will need additional ground transportation in California. I have arranged for the current West Coast Chrysler fleet to remain after the 1988 fleet is received in October. Eighteen vehicles including two 15 passenger vans will be available without outside rentals.

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

d. Helicopters - Helicopter lifts can be a limiting factor. For example, if we are required to do a combined U.S./Soviet lift in the vicinity of Washington followed later the same day with a similar lift in California, adding stops across the United States can be a major problem. We assume H-3s would be involved at either end and that H-1s would be used for the brief stops. Larger H-46s or H-53s would be used for support, press and secret service. Local assets would also have to be used. Even in this scenario, two stops while crossing the U.S. would appear to be the maximum that could be supported within White House safety parameters. Again, careful planning at the earliest possible date is essential.

e. Communications - The most difficult problems will likely center around acceptable communications. Just as we take our whole radio/telephone/satellite infrastructure with us, the Soviets will bring theirs to the U.S. Problems in 1973 were major! I ended up working in the USSR radio room at the Sheraton Hotel (16th & K) for the duration of the Soviet visit to resolve interference problems. Early and extensive planning must occur if we are to avoid the major radio interference experienced in 1973. Soviet input is needed.

f. Medical - We have not yet located historical data regarding Soviet interest in U.S. medical facilities for their principal. I have asked Dr. Hutton to contact the President's physician in 1973 to obtain his anecdotal recollections of Soviet medical requirements.

g. Ceremonial - Considerable joint efforts of personnel (especially Tom Groppe) at the Military District of Washington and at field units along the itinerary of the Soviet party will be required. If arrival or departure is anywhere other than at the White House these arrangements will be complicated.

h. Press - The international press will place very heavy demands on available communications and hotel services in cities to be visited. If they move faster than we do, they will have locked up a large part of the available resources.

i. Costs - Costs will be split between Department of Defense and the Department of State. Early liaison with Jeannie Bull will be required.

Finally, I am told that the White House Military Office will per force, become a primary contact point for the Soviet party. The USSR traveling party is virtually all military, especially at the decisions level for operations matters. WHMO will, of course, direct queries to the appropriate White House or Department of State action office and we will keep the West Wing immediately advised.

~~CONFIDENTIAL~~

As you can appreciate from the foregoing, WHMO is proceeding (albeit in a vacuum at this point) with as much preparatory work as possible. Please provide any planning information that can be obtained. The sooner I can proceed with detailed preparatory efforts the better will be the outcome.

I will call a meeting of critical military planners as soon as I have some sort of schedule to work with. In the meantime, all units have been given a "heads-up". I will also raise this matter at the October meeting of the White House Operations Group (re. terrorism) which I chair. If there is anything else I should be doing please let me know.

ATTACHMENTS (Camp David Information)

WITHDRAWAL SHEET

Ronald Reagan Library

Collection Name

GRISCOM, THOMAS: FILES

Withdrawer

RB 5/6/2008
W

File Folder

[WASHINGTON SUMMIT, 1987]: SUMMIT (1 OF 6)

now in (2 of 7)

FOIA

S08-118

Box Number

BOX 1

10

| <i>ID</i> | <i>Document Type</i> <i>Document Description</i> | <i>No of</i> <i>pages</i> | <i>Doc Date</i> | <i>Restrictions</i> |
|-----------|---|------------------------------|-----------------|---------------------|
| 54324 | PAPER CAMP DAVID INFORMATION [PGS 3-4 ONLY] | | ND | B1 |

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

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

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

THE WHITE HOUSE
WASHINGTON

Date: 10/13

FOR: *General Powell*

FROM: **TOM GRISCOM**

- Action
- Your Comment
- Let's Talk
- FYI

*Per our discussion attached is
a working schedule for the
Summit.*

MEMORANDUM

From: Tom Griscom

Re: Summit Planning

Date: September 8, 1987

For planning purposes, here is proposed timeframe and event formats for a Summit:

A) Timeframe: November 18 - 22

Note: within a November 15 - 30 timeframe

B) Event formats:

1) Washington, D.C./D.C. area and California

2) Washington, D.C./D.C. area only

~~Note: D.C. area includes possible activities in location
such as Williamsburg, Va.~~

MEMORANDUM ON SUMMIT ACTIVITIES

From: Tom Griscom

Date: October 12, 1987

OVERVIEW: With a summit between the U.S. and the Soviet Union expected in the mid-to-late November timeframe, there are some basic decisions that need to be made on strategy, themes, public diplomacy and related issues. For purposes of this plan, the focus is on ratification of the treaty that is expected to be signed. To accomplish this goal, the outreach has to be to various support groups, both those that are traditionally associated with the President and those that are viewed as adversaries. By early activity, it is possible to create an environment, through the use of identified spokesmen, to have people speaking out in support of this first step from both sides of the political spectrum. It should also be assumed that the opponents of such a treaty will be organized and will launch their attacks to prevent public acceptance of the treaty.

I. THEMES: Several weeks ago, an initial focus group was conducted to determine public attitudes about U.S./Soviet relations, possible summit themes/messages. It was learned that there is very little opinion formed to date on INF or the summit. The public expects that both sides will profit from such a summit, but that the U.S. should make sure it has something in reserve because there remains "doubts" about trusting the Soviet Union.

'movement' a) The theme for the summit should be based on the phrase "~~first step~~" and "peace." This treaty is viewed as an initial step in a more long-term effort for arms reduction. The themes that were tested were all built off this message. These include:

- First step for peace
- Moving toward the promise of peace
- Brightening the horizon for peace
- First step in a new direction

There was a general feeling that the Soviet Union will have a conventional superiority. This argues for using our NATO allies to put this fear to rest. This will be explored in more detail in another section.

One final area that was reviewed in the theme testing was a "comfort" that the U.S. has something in reserve after a treaty is signed. SDI is considered such an item and there is some room for further explanation of SDI since a majority of those tested were not aware that it was a defensive mechanism.

--November 11: Veterans Day Address, Arlington Cemetery, to discuss conventional arms + enlist veterans support for INF.

The policy would be around mid-December or later in to "peace on earth" during the holiday season.

II. PUBLIC DIPLOMACY: One person should be designated to serve in this role and to coordinate all public diplomacy activities for inter-agency and other groups. The set-up should be similar to that employed for the Venice Economic Summit with a weekly schedule and a direct coordination with the White House team that is directed by Tom Griscom and Colin Powell. Plans should include the use of the President, cabinet members, outside spokesmen, and a coordination of the message that is being disseminated by the administration each week. A plan should begin within the third week of October and extend in its initial phase through mid-December. The second phase should be aimed at the post-January 1 timeframe which then will be more directed at moving public opinion to bring positive movement on the Senate for ratification of the treaty.

IV. TRAVEL: At this time, it is expected that there would be two Presidential trips. The first would be October 28 to West Point with the focus being to use the U.S. Military Academy as a backdrop to set the stage for the conventional weapons debate. A second date of December 1 is being held to tentatively go to a Southern college campus to symbolize support from young people in the more conservative areas of the country. A third date, that might include NATO-related activities is at least under consideration for the December timeframe but nothing is firm on this proposal. **This could be**

either a trip to Brussels or a meeting at Williamsburg of the NATO leaders. In 1983, Pres. Reagan got other economic leaders to agree to deploy arms + perhaps at the summit in Washington.

V. SPEECHES: There are several speeches already planned. These include:

- October 26: national address following foreign ministers meeting in Moscow
- November 3: Worldnet to speak to European community
- November 30: address joint session of Congress

There is no public speaking event planned for the November 15 - 29 period because it is anticipated this may be the time for a meeting between the President and the Soviet General Secretary. If this is correct, there will probably be an additional speech that will be in conjunction with the actual summit.

VI. PRESS: Several activities are already on the President's schedule and the year all related to the summit. Beginning on October 23 and 26 with foreign journalists and television reporters, the month of November will afford opportunities to meet with the national news magazines, bureau chiefs (newspapers), national network anchors and columnists.

VII. SURROGATES: The previous subjects have been primarily aimed at Presidential activities. A full schedule of events will be planned for cabinet members and other pro-summit advocates. These include speeches in Washington and other foreign policy forums around the country; news interviews and op-ed pieces; Worldnet and various public support group activities. In addition, each week a series of administration talking points will be available through the office of Public Affairs at the White House. Each cabinet secretary will be asked to be available for these efforts.

Various support groups should be formed from former defense secretaries, former secretaries of state, former members of Congress on the foreign affairs and armed services committees, former NSC directors, conservative leaders, veterans groups,

governors, presidential candidates (both parties), former Presidents and NATO leaders.

VIII. POLLING: During this period of time, there will be several DMI surveys that will give us a read on public response to up-to-date activities and positioning for longer term messages leading to the State of the Union. There will be at least three surveys conducted between this time and the State of the Union.

IX. POSITIVES/NEGATIVES: Some issues are natural pluses such as reducing the threat of war/ peace. In the most recent DMI surveys, this combination rates as the top issue. Most people feel that a summit will be in our best interest, it will lessen tensions, that it will be a plus for the President and the U.S., and that it will lead to further activity in the future.

However, there are some negatives that have to be removed. Verification is the most obvious and some critical spokesmen need to be found to deal with this question. This should include private meetings, op-ed pieces and interviews. There needs to be some identified arms experts out-front on this issue. The conventional arms balance question will exist and there should be an effort to enlist NATO allies to help work this issue both in Europe and in this country. One possible scenario is to have several NATO leaders meet with the President post-summit and then have them spend several days with members of the Senate and on various speaking tours around the country.

X. ASSIGNMENTS: As we have seen since our arrival at the White House, unless there are assigned responsibilities, things tend to either fall through the cracks or not get done in a timely fashion. That is why it is important at this stage to make assignments and give responsibility for the functional coordination to one person. I would suggest that a weekly reporting session be held to go over the bidding for that week and to look ahead. This person will work in conjunction with the summit planning team and the chief-of-staff and the director of the NSC. Listed below are some suggested assignments and some recommended timeframes for activities to be started/concluded:

- coordinator: Rhett Dawson
- press relations: Dan Howard
- media relations: Elizabeth Board
- public affairs: Tom Gibson
- policy: Bob Linhart/Fritz Ermarth
- schedule: Fred Ryan
- public liaison: Becky Range
- conservative contact: Ken Cribb
- congressional relations: Pam Turner
- outside coordinator: Rhett Dawson
- travel: Jim Hoohey
- staff support: David Chew

- Ex-officio: Tom Griscom/ Colin Powell

Timeframes should coincide with activities. Such as:
--now through October 31 : outside contacts lined up with surrogates, speakers, inter-agency personnel, conservatives, etc.

---November 1 - November 15: first series of issue papers/
themes are released.

--November 15 - November 24: summit related activities.

--November 25 - December 15: post-summit activities that
are aimed at positioning issue and active use of all surrogates for
both media/substantive purposes.

--January 1 - through ratification.

XI. TIME PLAN: Summit activities should be broken into three
phases:

a) October - mid-November: Presidential period

b) mid-November: summit

c) late-November - December: surrogates carry message in
addition to the President.

XII. MISCELLANEOUS: Here are some random thoughts that
should either be approved or discarded. That will require some
decisions now and efforts being made to line-up people. These
include:

a) former Presidents post-summit

b) former defense secretaries

c) former secretaries of state

d) outside lobbyists

e) former NSC directors

f) conservatives

g) presidential candidates (Republican and Democrat)

h) governors

i) NATO leaders

j) veterans leaders

k) conservative journalists

l) columnists

m) trouble-spots: Kissinger, Kirkpatrick, etc.

n) negotiators: include Parle

My recommendation is that the coordinator be given the
responsibility to get these accomplished and to set a deadline of
October 31.

MEMORANDUM ON SUMMIT ACTIVITIES

From: Tom Griscom

Date: October 12, 1987

OVERVIEW: With a summit between the U.S. and the Soviet Union expected in the mid-to-late November timeframe, there are some basic decisions that need to be made on strategy, themes, public diplomacy and related issues. For purposes of this plan, the focus is on ratification of the treaty that is expected to be signed. To accomplish this goal, the outreach has to be to various support groups, both those that are traditionally associated with the President and those that are viewed as adversaries. By early activity, it is possible to create an environment, through the use of identified spokesmen, to have people speaking out in support of this first step from both sides of the political spectrum. It should also be assumed that the opponents of such a treaty will be organized and will launch their attacks to prevent public acceptance of the treaty.

I. THEMES: Several weeks ago, an initial focus group was conducted to determine public attitudes about U.S./Soviet relations, possible summit themes/messages. It was learned that there is very little opinion formed to date on INF or the summit. The public expects that both sides will profit from such a summit, but that the U.S. should make sure it has something in reserve because there remains "doubts" about trusting the Soviet Union.

a) The theme for the summit should be based on the phrase "first step" and "peace." This treaty is viewed as an initial step in a more long-term effort for arms reduction. The themes that were tested were all built off this message. These include:

- First step for peace
- Moving toward the promise of peace
- Brightening the horizon for peace
- First step in a new direction

There was a general feeling that the Soviet Union will have a conventional superiority. This argues for using our NATO allies to put this fear to rest. This will be explored in more detail in another section.

One final area that was reviewed in the theme testing was a "comfort" that the U.S. has something in reserve after a treaty is signed. SDI is considered such an item and there is some room for further explanation of SDI since a majority of those tested were not aware that it was a defensive mechanism.

II. PUBLIC DIPLOMACY: One person should be designated to serve in this role and to coordinate all public diplomacy activities for inter-agency and other groups. The set-up should be similar to that employed for the Venice Economic Summit with a weekly schedule and a direct coordination with the White House team that is directed by Tom Griscom and Colin Powell. Plans should include the use of the President, cabinet members, outside spokesmen, and a coordination of the message that is being disseminated by the administration each week. A plan should begin within the third week of October and extend in its initial phase through mid-December. The second phase should be aimed at the post-January 1 timeframe which then will be more directed at moving public opinion to bring positive movement on the Senate for ratification of the treaty.

IV. TRAVEL: At this time, it is expected that there would be two Presidential trips. The first would be October 28 to West Point with the focus being to use the U.S. Military Academy as a backdrop to set the stage for the conventional weapons debate. A second date of December 1 is being held to tentatively go to a Southern college campus to symbolize support from young people in the more conservative areas of the country. A third date, that might include NATO-related activities is at least under consideration for the December timeframe but nothing is firm on this proposal.

V. SPEECHES: There are several speeches already planned. These include:

--October 26: national address following foreign ministers meeting in Moscow

--November 3: Worldnet to speak to European community

--November 30: address joint session of Congress

There is no public speaking event planned for the November 15 - 29 period because it is anticipated this may be the time for a meeting between the President and the Soviet General Secretary. If this is correct, there will probably be an additional speech that will be in conjunction with the actual summit.

VI. PRESS: Several activities are already on the President's schedule and the year all related to the summit. Beginning on October 23 and 26 with foreign journalists and television reporters, the month of November will afford opportunities to meet with the national news magazines, bureau chiefs (newspapers), national network anchors and columnists.

VII. SURROGATES: The previous subjects have been primarily aimed at Presidential activities. A full schedule of events will be planned for cabinet members and other pro-summit advocates. These include speeches in Washington and other foreign policy forums around the country; news interviews and op-ed pieces; Worldnet and various public support group activities. In addition, each week a series of administration talking points will be available through the office of Public Affairs at the White House. Each cabinet secretary will be asked to be available for these efforts.

Various support groups should be formed from former defense secretaries, former secretaries of state, former members of Congress on the foreign affairs and armed services committees, former NSC directors, conservative leaders, veterans groups,

governors, presidential candidates (both parties), former Presidents and NATO leaders.

VIII. POLLING: During this period of time, there will be several DMI surveys that will give us a read on public response to up-to-date activities and positioning for longer term messages leading to the State of the Union. There will be at least three surveys conducted between this time and the State of the Union.

IX. POSITIVES/NEGATIVES: Some issues are natural pluses such as reducing the threat of war/ peace. In the most recent DMI surveys, this combination rates as the top issue. Most people feel that a summit will be in our best interest, it will lessen tensions, that it will be a plus for the President and the U.S., and that it will lead to further activity in the future.

However, there are some negatives that have to be removed. Verification is the most obvious and some critical spokesmen need to be found to deal with this question. This should include private meetings, op-ed pieces and interviews. There needs to be some identified arms experts out-front on this issue. The conventional arms balance question will exist and there should be an effort to enlist NATO allies to help work this issue both in Europe and in this country. One possible scenario is to have several NATO leaders meet with the President post-summit and then have them spend several days with members of the Senate and on various speaking tours around the country.

X. ASSIGNMENTS: As we have seen since our arrival at the White House, unless there are assigned responsibilities, things tend to either fall through the cracks or not get done in a timely fashion. That is why it is important at this stage to make assignments and give responsibility for the functional coordination to one person. I would suggest that a weekly reporting session be held to go over the bidding for that week and to look ahead. This person will work in conjunction with the summit planning team and the chief-of-staff and the director of the NSC. Listed below are some suggested assignments and some recommended timeframes for activities to be started/concluded:

- coordinator: Rhett Dawson
- press relations: Dan Howard
- media relations: Elizabeth Board
- public affairs: Tom Gibson
- policy: Bob Linhart/Fritz Ermarth
- schedule: Fred Ryan
- public liaison: Becky Range
- conservative contact: Ken Cribb
- congressional relations: Pam Turner
- outside coordinator: Rhett Dawson
- travel: Jim Hooley
- staff support: David Chew

- Ex-officio: Tom Griscom/ Colin Powell

Timeframes should coincide with activities. Such as:

- now through October 31 : outside contacts lined up with surrogates, speakers, inter-agency personnel, conservatives, etc.

--November 1 - November 15: first series of issue papers/
themes are released.

--November 15 - November 24: summit related activities.

--November 25 - December 15: post-summit activities that
are aimed at positioning issue and active use of all surrogates for
both media/substantive purposes.

--January 1 - through ratification.

XI. TIME PLAN: Summit activities should be broken into three
phases:

- a) October - mid-November: Presidential period
- b) mid-November: summit
- c) late-November - December: surrogates carry message in
addition to the President.

XII. MISCELLANEOUS: Here are some random thoughts that
should either be approved or discarded. That will require some
decisions now and efforts being made to line-up people. These
include:

- a) former Presidents post-summit
- b) former defense secretaries
- c) former secretaries of state
- d) outside lobbyists
- e) former NSC directors
- f) conservatives
- g) presidential candidates (Republican and Democrat)
- h) governors
- i) NATO leaders
- j) veterans leaders
- k) conservative journalists
- l) columnists
- m) trouble-spots: Kissinger, Kirkpatrick, etc.
- n) negotiators: include Perle

My recommendation is that the coordinator be given the
responsibility to get these accomplished and to set a deadline of
October 31.

THE WHITE HOUSE

WASHINGTON

October 14, 1987

MEMORANDUM ON SUMMIT ACTIVITIES

FROM: TOM GRISCOM

OVERVIEW

With a summit between the U.S. and the Soviet Union expected in the mid-to-late November timeframe, there are some basic decisions that need to be made on strategy, themes, public diplomacy and related issues. For purposes of this plan, the focus is on ratification of the treaty that is expected to be signed. To accomplish this goal, the outreach has to be to various support groups, both those that are traditionally associated with the President and those that are viewed as adversaries. By early activity, it is possible to create an environment, through the use of identified spokesmen, to have people speaking out in support of this first step from both sides of the political spectrum. It should also be assumed that the opponents of such a treaty will be organized and will launch their attacks to prevent public acceptance of the treaty.

I. THEMES

Several weeks ago, an initial focus group was conducted to determine public attitudes about U.S./Soviet relations, possible summit themes/messages. It was learned that there is very little opinion formed to date on INF or the summit. The public expects that both sides will profit from such a summit, but that the U.S. should make sure it has something in reserve because there remain "doubts" about trusting the Soviet Union.

A. The theme for the summit should be based on the phrase "movement" and "peace." This treaty is viewed as an initial step in a more long-term effort for arms reduction. The themes that were tested were all built off this message. These include:

- First step for peace
- Moving toward the promise of peace
- Brightening the horizon for peace
- First step in a new direction

- B. There was a general feeling that the Soviet Union will have a conventional superiority. This argues for using our NATO allies to put this fear to rest. This will be explored in more detail in another section.
- C. One final area that was reviewed in the theme testing was a "comfort" that the U.S. has something in reserve after a treaty is signed. SDI is considered such an item and there is some room for further explanation of SDI since a majority of those tested were not aware that it was a defensive mechanism.

II. PUBLIC DIPLOMACY

One person should be designated to serve in this role and to coordinate all public diplomacy activities for inter-agency and other groups. The set-up should be similar to that employed for the Venice Economic Summit with a weekly schedule and a direct coordination with the White House team that is directed by Tom Griscom and Colin Powell. Plans should include the use of the President, cabinet members, outside spokesmen, and a coordination of the message that is being disseminated by the administration each week. A plan should begin within the third week of October and extend in its initial phase through mid-December. The second phase should be aimed at the post-January 1 timeframe which then will be more directed at moving public opinion to bring positive movement on the Senate for ratification of the treaty.

III. TRAVEL

At this time, it is expected that there would be two Presidential trips. The first would be October 28 to West Point with the focus being to use the U.S. Military Academy as a backdrop to set the stage for the conventional weapons debate. A second date of December 1 is being held to tentatively go to a Southern college campus to symbolize support from young people in the more conservative areas of the country. A third date, that might include NATO-related activities, is at least under consideration for the December timeframe but nothing is firm on this proposal. This could be either a trip to Brussels or a meeting at Williamsburg with the NATO leaders. In 1983, President Reagan got the other economic leaders to agree to deploy Cruise and Pershings at the summit in Williamsburg. The setting would be around mid-December with a tie-in to "peace on earth" during the holiday season.

IV. SPEECHES

There are several speeches already planned. These include:

- October 26: National address following foreign ministers meeting in Moscow
- November 3: Worldnet to speak to European community
- November 11: Veterans Day Address, Arlington Cemetery, to discuss conventional arms and enlist veterans support for INF.
- November 30: Address Joint Session of Congress

There is no public speaking event planned for the November 15 - 29 period because it is anticipated this may be the time for a meeting between the President and the Soviet General Secretary. If this is correct, there will probably be an additional speech that will be in conjunction with the actual summit.

V. PRESS

Several activities are already on the President's schedule and they are all related to the summit. Beginning on October 23 and 26 with foreign journalists and television reporters, the month of November will afford opportunities to meet with the national news magazines, bureau chiefs (newspapers), national network anchors and columnists.

VI. SURROGATES

The previous subjects have been primarily aimed at Presidential activities. A full schedule of events will be planned for Cabinet Members and other pro-summit advocates. These include speeches in Washington and other foreign policy forums around the country; news interviews and op-ed pieces; Worldnet and various public support group activities. In addition, each week a series of administration talking points will be available through the Office of Public Affairs at the White House. Each cabinet secretary will be asked to be available for these efforts.

Various support groups should be formed from former Defense Secretaries, former Secretaries of State, former Members of Congress on the Foreign Affairs and Armed Services Committees, former NSC Directors, conservative leaders, veterans groups, Governors, presidential candidates (both parties), former Presidents and NATO leaders.

VII. POLLING

During this period of time, there will be several DMI surveys that will give us a read on public response to up-to-date activities and positioning for longer term messages leading to the State of the Union. There will be at least three surveys conducted between this time and the State of the Union.

VII. POSITIVES/NEGATIVES

Some issues are natural plusses such as reducing the threat of war/peace. In the most recent DMI surveys, this combination rates as the top issue. Most people feel that a summit will be in our best interest, that it will lessen tensions, that it will be a plus for the President and the U.S., and that it will lead to further activity in the future.

However, there are some negatives that have to be removed. Verification is the most obvious and some critical spokesmen need to be found to deal with this question. This should include private meetings, op-ed pieces and interviews. There needs to be some identified arms experts out-front on this issue. The conventional arms balance question will exist and there should be an effort to enlist our NATO allies to help work this issue both in Europe and in this country. One possible scenario is to have several NATO leaders meet with the President post-summit and then have them spend several days with members of the Senate and on various speaking tours around the country.

IX. ASSIGNMENTS

As we have seen since our arrival at the White House, unless there are assigned responsibilities, things tend to either fall through the cracks or not get done in a timely fashion. That is why it is important at this stage to make assignments and give responsibility for the functional coordination to one person. I would suggest that a weekly reporting session be held to go over the bidding for that week and to look ahead. This person will work in conjunction with the summit planning team and the Chief-of-Staff and the Director of the NSC.

Timeframes should coincide with activities. Such as:

- Now through October 31: Outside contacts lined up with surrogates, speakers, inter-agency personnel, conservatives, etc.
- November 1 - November 15: First series of issue papers/themes are released.

- November 15 - November 24: Summit related activities.
- November 25 - December 15: Post-summit activities that are aimed at positioning issues and active use of all surrogates for both media/substantive purposes.
- January 1 - through ratification.

X. TIME PLAN

Summit activities should be broken into three phases:

- A. October - mid-November: Presidential period.
- B. Mid-November: Summit
- C. Late-November - December: Surrogates carry message in addition to the President.

XI. MISCELLANEOUS

Here are some random thoughts which should either be approved or discarded. This will require some decisions now and efforts being made to line-up people. These include:

- A. Former Presidents post-summit
- B. Former Defense Secretaries
- C. Former Secretaries of State
- D. Outside Lobbyists
- E. Former NSC Directors
- F. Conservatives
- G. Presidential candidates (Republican and Democrat)
- H. Governors
- I. NATO leaders
- J. Veterans leaders
- K. Conservative journalists
- L. Columnists
- M. Trouble-spots: Kissinger, Kirkpatrick, etc.
- N. Negotiators: include Perle

My recommendation is that the coordinator be given the responsibility to get these accomplished and to set a deadline of October 31.

THE WHITE HOUSE

WASHINGTON

October 14, 1987

MEMORANDUM ON SUMMIT ACTIVITIES

FROM: TOM GRISCOM

OVERVIEW

With a summit between the U.S. and the Soviet Union expected in the mid-to-late November timeframe, there are some basic decisions that need to be made on strategy, themes, public diplomacy and related issues. For purposes of this plan, the focus is on ratification of the treaty that is expected to be signed. To accomplish this goal, the outreach has to be to various support groups, both those that are traditionally associated with the President and those that are viewed as adversaries. By early activity, it is possible to create an environment, through the use of identified spokesmen, to have people speaking out in support of this first step from both sides of the political spectrum. It should also be assumed that the opponents of such a treaty will be organized and will launch their attacks to prevent public acceptance of the treaty.

I. THEMES

Several weeks ago, an initial focus group was conducted to determine public attitudes about U.S./Soviet relations, possible summit themes/messages. It was learned that there is very little opinion formed to date on INF or the summit. The public expects that both sides will profit from such a summit, but that the U.S. should make sure it has something in reserve because there remain "doubts" about trusting the Soviet Union.

A. The theme for the summit should be based on the phrase "movement" and "peace." This treaty is viewed as an initial step in a more long-term effort for arms reduction. The themes that were tested were all built off this message. These include:

- First step for peace
- Moving toward the promise of peace
- Brightening the horizon for peace
- First step in a new direction

- B. There was a general feeling that the Soviet Union will have a conventional superiority. This argues for using our NATO allies to put this fear to rest. This will be explored in more detail in another section.
- C. One final area that was reviewed in the theme testing was a "comfort" that the U.S. has something in reserve after a treaty is signed. SDI is considered such an item and there is some room for further explanation of SDI since a majority of those tested were not aware that it was a defensive mechanism.

II. PUBLIC DIPLOMACY

One person should be designated to serve in this role and to coordinate all public diplomacy activities for inter-agency and other groups. The set-up should be similar to that employed for the Venice Economic Summit with a weekly schedule and a direct coordination with the White House team that is directed by Tom Griscom and Colin Powell. Plans should include the use of the President, cabinet members, outside spokesmen, and a coordination of the message that is being disseminated by the administration each week. A plan should begin within the third week of October and extend in its initial phase through mid-December. The second phase should be aimed at the post-January 1 timeframe which then will be more directed at moving public opinion to bring positive movement on the Senate for ratification of the treaty.

III. TRAVEL

At this time, it is expected that there would be two Presidential trips. The first would be October 28 to West Point with the focus being to use the U.S. Military Academy as a backdrop to set the stage for the conventional weapons debate. A second date of December 1 is being held to tentatively go to a Southern college campus to symbolize support from young people in the more conservative areas of the country. A third date, that might include NATO-related activities, is at least under consideration for the December timeframe but nothing is firm on this proposal. This could be either a trip to Brussels or a meeting at Williamsburg with the NATO leaders. In 1983, President Reagan got the other economic leaders to agree to deploy Cruise and Pershings at the summit in Williamsburg. The setting would be around mid-December with a tie-in to "peace on earth" during the holiday season.

IV. SPEECHES

There are several speeches already planned. These include:

- October 26: National address following foreign ministers meeting in Moscow
- November 3: Worldnet to speak to European community
- November 11: Veterans Day Address, Arlington Cemetery, to discuss conventional arms and enlist veterans support for INF.
- November 30: Address Joint Session of Congress

There is no public speaking event planned for the November 15 - 29 period because it is anticipated this may be the time for a meeting between the President and the Soviet General Secretary. If this is correct, there will probably be an additional speech that will be in conjunction with the actual summit.

V. PRESS

Several activities are already on the President's schedule and they are all related to the summit. Beginning on October 23 and 26 with foreign journalists and television reporters, the month of November will afford opportunities to meet with the national news magazines, bureau chiefs (newspapers), national network anchors and columnists.

VI. SURROGATES

The previous subjects have been primarily aimed at Presidential activities. A full schedule of events will be planned for Cabinet Members and other pro-summit advocates. These include speeches in Washington and other foreign policy forums around the country; news interviews and op-ed pieces; Worldnet and various public support group activities. In addition, each week a series of administration talking points will be available through the Office of Public Affairs at the White House. Each cabinet secretary will be asked to be available for these efforts.

Various support groups should be formed from former Defense Secretaries, former Secretaries of State, former Members of Congress on the Foreign Affairs and Armed Services Committees, former NSC Directors, conservative leaders, veterans groups, Governors, presidential candidates (both parties), former Presidents and NATO leaders.

VII. POLLING

During this period of time, there will be several DMI surveys that will give us a read on public response to up-to-date activities and positioning for longer term messages leading to the State of the Union. There will be at least three surveys conducted between this time and the State of the Union.

VII. POSITIVES/NEGATIVES

Some issues are natural plusses such as reducing the threat of war/peace. In the most recent DMI surveys, this combination rates as the top issue. Most people feel that a summit will be in our best interest, that it will lessen tensions, that it will be a plus for the President and the U.S., and that it will lead to further activity in the future.

However, there are some negatives that have to be removed. Verification is the most obvious and some critical spokesmen need to be found to deal with this question. This should include private meetings, op-ed pieces and interviews. There needs to be some identified arms experts out-front on this issue. The conventional arms balance question will exist and there should be an effort to enlist our NATO allies to help work this issue both in Europe and in this country. One possible scenario is to have several NATO leaders meet with the President post-summit and then have them spend several days with members of the Senate and on various speaking tours around the country.

IX. ASSIGNMENTS

As we have seen since our arrival at the White House, unless there are assigned responsibilities, things tend to either fall through the cracks or not get done in a timely fashion. That is why it is important at this stage to make assignments and give responsibility for the functional coordination to one person. I would suggest that a weekly reporting session be held to go over the bidding for that week and to look ahead. This person will work in conjunction with the summit planning team and the Chief-of-Staff and the Director of the NSC.

Timeframes should coincide with activities. Such as:

- Now through October 31: Outside contacts lined up with surrogates, speakers, inter-agency personnel, conservatives, etc.
- November 1 - November 15: First series of issue papers/themes are released.

- November 15 - November 24: Summit related activities.
- November 25 - December 15: Post-summit activities that are aimed at positioning issues and active use of all surrogates for both media/substantive purposes.
- January 1 - through ratification.

X. TIME PLAN

Summit activities should be broken into three phases:

- A. October - mid-November: Presidential period.
- B. Mid-November: Summit
- C. Late-November - December: Surrogates carry message in addition to the President.

XI. MISCELLANEOUS

Here are some random thoughts which should either be approved or discarded. This will require some decisions now and efforts being made to line-up people. These include:

- A. Former Presidents post-summit
- B. Former Defense Secretaries
- C. Former Secretaries of State
- D. Outside Lobbyists
- E. Former NSC Directors
- F. Conservatives
- G. Presidential candidates (Republican and Democrat)
- H. Governors
- I. NATO leaders
- J. Veterans leaders
- K. Conservative journalists
- L. Columnists
- M. Trouble-spots: Kissinger, Kirkpatrick, etc.
- N. Negotiators: include Perle

My recommendation is that the coordinator be given the responsibility to get these accomplished and to set a deadline of October 31.

Corrected
revision

THE WHITE HOUSE

WASHINGTON

October 14, 1987

MEMORANDUM ON SUMMIT ACTIVITIES

FROM: TOM GRISCOM

OVERVIEW

With a summit between the U.S. and the Soviet Union expected in the mid-to-late November timeframe, there are some basic decisions that need to be made on strategy, themes, public diplomacy and related issues. For purposes of this plan, the focus is on ratification of the treaty that is expected to be signed. To accomplish this goal, the outreach has to be to various support groups, both those that are traditionally associated with the President and those that are viewed as adversaries. By early activity, it is possible to create an environment, through the use of identified spokesmen, to have people speaking out in support of this first step from both sides of the political spectrum. It should also be assumed that the opponents of such a treaty will be organized and will launch their attacks to prevent public acceptance of the treaty.

I. THEMES

Several weeks ago, an initial focus group was conducted to determine public attitudes about U.S./Soviet relations, possible summit themes/messages. It was learned that there is very little opinion formed to date on INF or the summit. The public expects that both sides will profit from such a summit, but that the U.S. should make sure it has something in reserve because there remain "doubts" about trusting the Soviet Union.

A. The theme for the summit should be based on the phrase "movement" and "peace." This treaty is viewed as an initial step in a more long-term effort for arms reduction. The themes that were tested were all built off this message. These include:

- First step for peace
- Moving toward the promise of peace
- Brightening the horizon for peace
- First step in a new direction

- B. There was a general feeling that the Soviet Union will have a conventional superiority. This argues for using our NATO allies to put this fear to rest. This will be explored in more detail in another section.
- C. One final area that was reviewed in the theme testing was a "comfort" that the U.S. has something in reserve after a treaty is signed. SDI is considered such an item and there is some room for further explanation of SDI since a majority of those tested were not aware that it was a defensive mechanism.

II. PUBLIC DIPLOMACY

One person should be designated to serve in this role and to coordinate all public diplomacy activities for inter-agency and other groups. The set-up should be similar to that employed for the Venice Economic Summit with a weekly schedule and a direct coordination with the White House team that is directed by Tom Griscom and Colin Powell. Plans should include the use of the President, cabinet members, outside spokesmen, and a coordination of the message that is being disseminated by the administration each week. A plan should begin within the third week of October and extend in its initial phase through mid-December. The second phase should be aimed at the post-January 1 timeframe which then will be more directed at moving public opinion to bring positive movement on the Senate for ratification of the treaty.

III. TRAVEL

At this time, it is expected that there would be two Presidential trips. The first would be October 28 to West Point with the focus being to use the U.S. Military Academy as a backdrop to set the stage for the conventional weapons debate. A second date of December 1 is being held to tentatively go to a Southern college campus to symbolize support from young people in the more conservative areas of the country. A third date, that might include NATO-related activities, is at least under consideration for the December timeframe but nothing is firm on this proposal. This could be either a trip to Brussels or a meeting at Williamsburg with the NATO leaders. In 1983, President Reagan got the other economic leaders to agree to deploy Cruise and Pershings at the summit in Williamsburg. The setting would be around mid-December with a tie-in to "peace on earth" during the holiday season.

IV. SPEECHES

There are several speeches already planned. These include:

- October 26: National address following foreign ministers meeting in Moscow
- November 3: Worldnet to speak to European community
- November 11: Veterans Day Address, Arlington Cemetery, to discuss conventional arms and enlist veterans support for INF.
- November 30: Address Joint Session of Congress

There is no public speaking event planned for the November 15 - 29 period because it is anticipated this may be the time for a meeting between the President and the Soviet General Secretary. If this is correct, there will probably be an additional speech that will be in conjunction with the actual summit.

V. PRESS

Several activities are already on the President's schedule and they are all related to the summit. Beginning on October 23 and 26 with foreign journalists and television reporters, the month of November will afford opportunities to meet with the national news magazines, bureau chiefs (newspapers), national network anchors and columnists.

VI. SURROGATES

The previous subjects have been primarily aimed at Presidential activities. A full schedule of events will be planned for Cabinet Members and other pro-summit advocates. These include speeches in Washington and other foreign policy forums around the country; news interviews and op-ed pieces; Worldnet and various public support group activities. In addition, each week a series of administration talking points will be available through the Office of Public Affairs at the White House. Each cabinet secretary will be asked to be available for these efforts.

Various support groups should be formed from former Defense Secretaries, former Secretaries of State, former Members of Congress on the Foreign Affairs and Armed Services Committees, former NSC Directors, conservative leaders, veterans groups, Governors, presidential candidates (both parties), former Presidents and NATO leaders.

VII. POLLING

During this period of time, there will be several DMI surveys that will give us a read on public response to up-to-date activities and positioning for longer term messages leading to the State of the Union. There will be at least three surveys conducted between this time and the State of the Union.

VII. POSITIVES/NEGATIVES

Some issues are natural plusses such as reducing the threat of war/peace. In the most recent DMI surveys, this combination rates as the top issue. Most people feel that a summit will be in our best interest, that it will lessen tensions, that it will be a plus for the President and the U.S., and that it will lead to further activity in the future.

However, there are some negatives that have to be removed. Verification is the most obvious and some critical spokesmen need to be found to deal with this question. This should include private meetings, op-ed pieces and interviews. There needs to be some identified arms experts out-front on this issue. The conventional arms balance question will exist and there should be an effort to enlist our NATO allies to help work this issue both in Europe and in this country. One possible scenario is to have several NATO leaders meet with the President post-summit and then have them spend several days with members of the Senate and on various speaking tours around the country.

IX. ASSIGNMENTS

As we have seen since our arrival at the White House, unless there are assigned responsibilities, things tend to either fall through the cracks or not get done in a timely fashion. That is why it is important at this stage to make assignments and give responsibility for the functional coordination to one person. I would suggest that a weekly reporting session be held to go over the bidding for that week and to look ahead. This person will work in conjunction with the summit planning team and the Chief-of-Staff and the Director of the NSC. Listed below are some suggested assignments and some recommended timeframes for activities to be started/concluded:

- Coordinator: Rhett Dawson
- Press Relations: Dan Howard
- Media Relations: Elizabeth Board
- Public Affairs: Tom Gibson
- Policy: Bob Linhart/Fritz Ermarth
- Schedule: Fred Ryan
- Public Liaison: Rebecca Range

- Conservative contact: Ken Cribb
- Congressional relations: Pam Turner
- Outside coordinator: Rhett Dawson
- Travel: Jim Hooley
- Staff support: David Chew

- Ex-officio: Tom Griscom/Colin Powell

Timeframes should coincide with activities. Such as:

- Now through October 31: Outside contacts lined up with surrogates, speakers, inter-agency personnel, conservatives, etc.
- November 1 - November 15: First series of issue papers/themes are released.
- November 15 - November 24: Summit related activities.
- November 25 - December 15: Post-summit activities that are aimed at positioning issues and active use of all surrogates for both media/substantive purposes.
- January 1 - through ratification.

X. TIME PLAN

Summit activities should be broken into three phases:

- A. October - mid-November: Presidential period.
- B. Mid-November: Summit
- C. Late-November - December: Surrogates carry message in addition to the President.

XI. MISCELLANEOUS

Here are some random thoughts which should either be approved or discarded. This will require some decisions now and efforts being made to line-up people. These include:

- A. Former Presidents post-summit
- B. Former Defense Secretaries
- C. Former Secretaries of State
- D. Outside Lobbyists
- E. Former NSC Directors
- F. Conservatives
- G. Presidential candidates (Republican and Democrat)
- H. Governors

- I. NATO leaders
- J. Veterans leaders
- K. Conservative journalists
- L. Columnists
- M. Trouble-spots: Kissinger, Kirkpatrick, etc.
- N. Negotiators: include Perle

My recommendation is that the coordinator be given the responsibility to get these accomplished and to set a deadline of October 31.

THE WHITE HOUSE

WASHINGTON

October 14, 1987

MEMORANDUM ON SUMMIT ACTIVITIES

FROM: TOM GRISCOM

OVERVIEW

With a summit between the U.S. and the Soviet Union expected in the mid-to-late November timeframe, there are some basic decisions that need to be made on strategy, themes, public diplomacy and related issues. For purposes of this plan, the focus is on ratification of the treaty that is expected to be signed. To accomplish this goal, the outreach has to be to various support groups, both those that are traditionally associated with the President and those that are viewed as adversaries. By early activity, it is possible to create an environment, through the use of identified spokesmen, to have people speaking out in support of this first step from both sides of the political spectrum. It should also be assumed that the opponents of such a treaty will be organized and will launch their attacks to prevent public acceptance of the treaty.

I. THEMES

Several weeks ago, an initial focus group was conducted to determine public attitudes about U.S./Soviet relations, possible summit themes/messages. It was learned that there is very little opinion formed to date on INF or the summit. The public expects that both sides will profit from such a summit, but that the U.S. should make sure it has something in reserve because there remain "doubts" about trusting the Soviet Union.

A. The theme for the summit should be based on the phrase "movement" and "peace." This treaty is viewed as an initial step in a more long-term effort for arms reduction. The themes that were tested were all built off this message. These include:

- First step for peace
- Moving toward the promise of peace
- Brightening the horizon for peace
- First step in a new direction

- B. There was a general feeling that the Soviet Union will have a conventional superiority. This argues for using our NATO allies to put this fear to rest. This will be explored in more detail in another section.
- C. One final area that was reviewed in the theme testing was a "comfort" that the U.S. has something in reserve after a treaty is signed. SDI is considered such an item and there is some room for further explanation of SDI since a majority of those tested were not aware that it was a defensive mechanism.

II. PUBLIC DIPLOMACY

One person should be designated to serve in this role and to coordinate all public diplomacy activities for inter-agency and other groups. The set-up should be similar to that employed for the Venice Economic Summit with a weekly schedule and a direct coordination with the White House team that is directed by Tom Griscom and Colin Powell. Plans should include the use of the President, cabinet members, outside spokesmen, and a coordination of the message that is being disseminated by the administration each week. A plan should begin within the third week of October and extend in its initial phase through mid-December. The second phase should be aimed at the post-January 1 timeframe which then will be more directed at moving public opinion to bring positive movement on the Senate for ratification of the treaty.

III. TRAVEL

At this time, it is expected that there would be two Presidential trips. The first would be October 28 to West Point with the focus being to use the U.S. Military Academy as a backdrop to set the stage for the conventional weapons debate. A second date of December 1 is being held to tentatively go to a Southern college campus to symbolize support from young people in the more conservative areas of the country. A third date, that might include NATO-related activities, is at least under consideration for the December timeframe but nothing is firm on this proposal. This could be either a trip to Brussels or a meeting at Williamsburg with the NATO leaders. In 1983, President Reagan got the other economic leaders to agree to deploy Cruise and Pershings at the summit in Williamsburg. The setting would be around mid-December with a tie-in to "peace on earth" during the holiday season.

IV. SPEECHES

There are several speeches already planned. These include:

- October 26: National address following foreign ministers meeting in Moscow
- November 3: Worldnet to speak to European community
- November 11: Veterans Day Address, Arlington Cemetery, to discuss conventional arms and enlist veterans support for INF.
- November 30: Address Joint Session of Congress

There is no public speaking event planned for the November 15 - 29 period because it is anticipated this may be the time for a meeting between the President and the Soviet General Secretary. If this is correct, there will probably be an additional speech that will be in conjunction with the actual summit.

V. PRESS

Several activities are already on the President's schedule and they are all related to the summit. Beginning on October 23 and 26 with foreign journalists and television reporters, the month of November will afford opportunities to meet with the national news magazines, bureau chiefs (newspapers), national network anchors and columnists.

VI. SURROGATES

The previous subjects have been primarily aimed at Presidential activities. A full schedule of events will be planned for Cabinet Members and other pro-summit advocates. These include speeches in Washington and other foreign policy forums around the country; news interviews and op-ed pieces; Worldnet and various public support group activities. In addition, each week a series of administration talking points will be available through the Office of Public Affairs at the White House. Each cabinet secretary will be asked to be available for these efforts.

Various support groups should be formed from former Defense Secretaries, former Secretaries of State, former Members of Congress on the Foreign Affairs and Armed Services Committees, former NSC Directors, conservative leaders, veterans groups, Governors, presidential candidates (both parties), former Presidents and NATO leaders.

VII. POLLING

During this period of time, there will be several DMI surveys that will give us a read on public response to up-to-date activities and positioning for longer term messages leading to the State of the Union. There will be at least three surveys conducted between this time and the State of the Union.

VII. POSITIVES/NEGATIVES

Some issues are natural plusses such as reducing the threat of war/peace. In the most recent DMI surveys, this combination rates as the top issue. Most people feel that a summit will be in our best interest, that it will lessen tensions, that it will be a plus for the President and the U.S., and that it will lead to further activity in the future.

However, there are some negatives that have to be removed. Verification is the most obvious and some critical spokesmen need to be found to deal with this question. This should include private meetings, op-ed pieces and interviews. There needs to be some identified arms experts out-front on this issue. The conventional arms balance question will exist and there should be an effort to enlist our NATO allies to help work this issue both in Europe and in this country. One possible scenario is to have several NATO leaders meet with the President post-summit and then have them spend several days with members of the Senate and on various speaking tours around the country.

IX. ASSIGNMENTS

As we have seen since our arrival at the White House, unless there are assigned responsibilities, things tend to either fall through the cracks or not get done in a timely fashion. That is why it is important at this stage to make assignments and give responsibility for the functional coordination to one person. I would suggest that a weekly reporting session be held to go over the bidding for that week and to look ahead. This person will work in conjunction with the summit planning team and the Chief-of-Staff and the Director of the NSC. Listed below are some suggested assignments and some recommended timeframes for activities to be started/concluded:

- Coordinator: Rhett Dawson
- Press Relations: Dan Howard
- Media Relations: Elizabeth Board
- Public Affairs: Tom Gibson
- Policy: Bob Linhart/Fritz Ermarth
- Schedule: Fred Ryan
- Public Liaison: Rebecca Range

- Conservative contact: Ken Cribb
- Congressional relations: Pam Turner
- Outside coordinator: Rhett Dawson
- Travel: Jim Hooley
- Staff support: David Chew

- Ex-officio: Tom Griscom/Colin Powell

Timeframes should coincide with activities. Such as:

- Now through October 31: Outside contacts lined up with surrogates, speakers, inter-agency personnel, conservatives, etc.
- November 1 - November 15: First series of issue papers/themes are released.
- November 15 - November 24: Summit related activities.
- November 25 - December 15: Post-summit activities that are aimed at positioning issues and active use of all surrogates for both media/substantive purposes.
- January 1 - through ratification.

X. TIME PLAN

Summit activities should be broken into three phases:

- A. October - mid-November: Presidential period.
- B. Mid-November: Summit
- C. Late-November - December: Surrogates carry message in addition to the President.

XI. MISCELLANEOUS

Here are some random thoughts which should either be approved or discarded. This will require some decisions now and efforts being made to line-up people. These include:

- A. Former Presidents post-summit
- B. Former Defense Secretaries
- C. Former Secretaries of State
- D. Outside Lobbyists
- E. Former NSC Directors
- F. Conservatives
- G. Presidential candidates (Republican and Democrat)
- H. Governors

- I. NATO leaders
- J. Veterans leaders
- K. Conservative journalists
- L. Columnists
- M. Trouble-spots: Kissinger, Kirkpatrick, etc.
- N. Negotiators: include Perle

My recommendation is that the coordinator be given the responsibility to get these accomplished and to set a deadline of October 31.