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2025-0373-S

FOIA Number:
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FOIA MARKER

**This is not a textual record. This is used as an
administrative marker by the George Bush Presidential
Library Staff.**

Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Chief of Staff, White House Office of
Series: Card, Andrew, Files
Subseries:

OA/ID Number: 08373
Folder ID Number: 08373-001

Folder Title:
Administration (Newman)

Stack:

G

Row:

15

Section:

22

Shelf:

2

Position:

Withdrawal/Redaction Sheet

(George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Memo	Andrew Card to Patrick Gaughan, Re: Douglas A. Davidson security check; contains Personally Identifiable Information. (1 pp.)	04/19/90	(b)(6)	
02. Diagram	Re: The Old Executive Office Building. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
03. Diagram	Re: The New Executive Office Building. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
04. Chart	Exhibit A: Selected Foreign Presidential Trips: Number of Travelers by Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
05. Chart	Exhibit A-1: Paris (Bush). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
06. Chart	Exhibit A-2: London (Bush). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
07. Chart	Exhibit A-3: Paris (Reagan). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
08. Chart	Exhibit A-4: Beijing (Bush). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
09. Chart	Exhibit A-5: Beijing (Reagan). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
10. Chart	Exhibit C: Travel Days Expended by Agencies on Paris Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Page 1 of 2

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Office: Chief of Staff, White House Office of
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Pinksheet Number: RML16182
OA/ID Number: 08373-001
Date Closed: 5/13/2025
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Re-review Case #:
P-2/P-5 Review Case #:

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11. Chart	Exhibit D: Hotel and Per Diem Costs for Paris Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
12. Chart	Exhibit E: Vehicle Costs for Paris Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
13. Chart	Exhibit F: Number of Vehicles Rented for Paris Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

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THE WHITE HOUSE
WASHINGTON

DATE: June 28, 1990

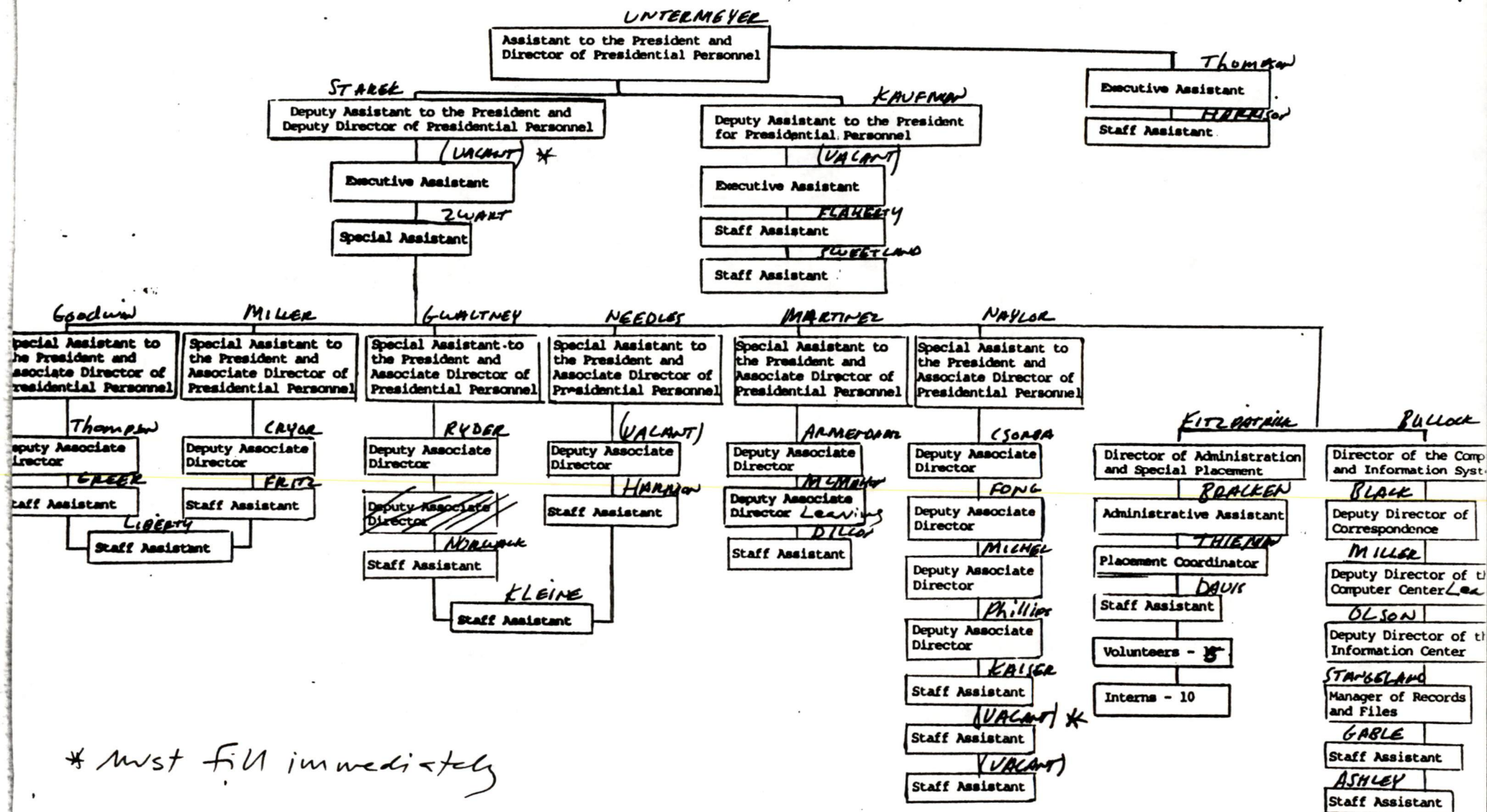
TO: Paul Bateman

FROM: **ANDY CARD**

Back to you! I say no promotions or pay raises unless there are unique circumstances.

Chase and I have talked today. He gave me the attached flowchart. We have come to agree that the (*) starred vacancies will be filled. Chase will also work to reduce the staff further.

Attachments



THE WHITE HOUSE

WASHINGTON

June 18, 1990

MEMORANDUM FOR ANDREW H. CARD
ASSISTANT TO THE PRESIDENT AND
DEPUTY TO THE CHIEF OF STAFF

FROM: JAMES W. CICCONI
ASSISTANT TO THE PRESIDENT AND
DEPUTY TO THE CHIEF OF STAFF

SUBJECT: Commission for Condi Rice

Bob Gates called to indicate that Brent and the Governor had agreed to go forward with a commission for Condi Rice, effective August 1, 1990. If this is consistent with your understanding, I will have a commission prepared and executed on August 1, and will also plan a press announcement that day.

Thank you.

6/19/90

Per phone conversation with
Andy Card today, This is
okay.

Linda Gambatesa

THE WHITE HOUSE
WASHINGTON

July 9, 1990

MEMORANDUM FOR DAVID DEMAREST

FROM: J. BONNIE NEWMAN *Bonnie*
SUBJECT: Request for Salary Increases

Sorry for the delay in responding to your memorandum of June 27 regarding raises.

As you may know by now, I discussed the issues at hand with Andy. We both agreed that given our present staffing and budget levels, no further salary increases are appropriate. We have attempted to be responsive to your needs and hope you will appreciate our position.

Thanks.

✓ cc: Andy Card w/incoming

THE WHITE HOUSE
WASHINGTON

JUN 28 1990

20 /
June 27, 1990

MEMO TO BONNIE NEWMAN
FROM DAVID DEMAREST
SUBJECT: Raises

First, thanks for the recent raises for our researchers and the other three staff members who received raises. They really deserve them and you've made them all "happy campers."

But you know Communications, we never rest. So, I wanted to revisit two requests - one that was approved at a lower level and one that was denied. First, Christina Martin. The position of Deb Amend's Deputy was approved at \$25,000. With that understanding, we promoted Christina offering her the \$25,000 salary. Two other staff positions were also approved at \$25,000. They were also filled, but at lower salary levels of \$20,000.

Christina is one of the hardest working members of my staff. Over the past year-and-a-half, she has been the constant late evening and weekend volunteer to type the President's speeches and prepare them for teleprompter particularly in emergencies. Christina's raise was one of my top two priorities.

I'm not sure I understand why the request was lowered to \$23,500 but if it was because she is already on staff and the "jump" was considered too large, I would argue that there have been several people who have received substantial raises. Furthermore, she should not be penalized for having been underpaid for the last eighteen months. It does not seem fair that we can hire someone from the outside at \$25,000 with no track record but cannot promote our hardest worker from the inside to the same level.

A raise for Barrie Tron was also denied. Barrie took an almost \$5,000 pay cut to join the White House staff. Although he did it willingly, we feel that it is only fair to bring him closer to the level he would have been at had he not taken the cut - especially since he has taken on more responsibility. As a result, we asked for a raise to \$46,000. Would you please reconsider this request?

Thanks.

10 Bonnie N. -
ret's talk.
Andy

THE WHITE HOUSE
WASHINGTON

May 23, 1990

MEMORANDUM FOR ANDY CARD

FROM: David F. Demarest, Jr.
Assistant to the President
for Communications

RE: Salaries

We have filled all of the new staff positions which were approved for the Office of Communications specifically in the Offices of Speechwriting, Public Affairs and Media Relations. All new staff have been hired and most at salaries below what was approved. In the case of the Deputy Director of Media Relations slot, we have filled that position with a permanent detailee instead of the \$40,000 permanent staff position that had been approved.

Listed below is the original staff salaries approved by you and Bonnie Newman, the actual salaries in effect and the savings that result.

	APPROVED	ACTUAL	SAVINGS
Speechwriter	\$50,000	\$42,500	\$ 7,500
3 Staff Assistants @	25,000 each	25,000 - 1 20,000 - 2	10,000
Deputy Director	40,000	Perm. Detailee - USIA	<u>40,000</u> \$57,500 *
TOTAL SAVINGS			

Because a number of our staff -- particularly our research staff -- are at very low salary levels, I would like to request a number of reasonable salary increases. All of the increases listed below are for individuals who have done extremely good work over the past year-and-a-half.

Some took pay cuts to join the White House staff and I would like to get them back to at least where they began. Others I am rewarding for particularly hard work and long hours put in and still others for not only good work, but to try and provide some equity. The researchers are the best example. They are in

professional positions, work very long hours and have done exemplary work this year. Yet, they are the lowest paid staff in the White House.

The proposed raises include:

Peggy Dooley	\$19,580	\$23,000
Carolyn Cawley	19,580	23,000
Stephanie Blessey	19,580	23,000
Barrie Tron	43,512	46,000
Drucie Scaling	30,458	31,458
Stephanie Laudner	25,019	26,019
Cheryl Kienel	19,580	23,000

* In the Office of Public Liaison, Scott Sutherland's detailee slot, per Administration, will no longer exist. Molly Osborne and Charles Bacarisse are both in for promotion to Assistant Director of the Office of Public Liaison. Molly will take the Sutherland position, but now it will be counted as White House staff. Both Charles and Molly are up for raises from \$22,843 to \$27,000. Therefore, new costs to the Office of Communications budget are Molly's total salary (\$27,000) and Charles' raise of \$4,000. This would go against the savings mentioned on the previous page. But, we still come out spending less than anticipated.

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RESTRICTION CODES

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(b)(7) Release would disclose information compiled for law enforcement purposes
(b)(8) Release would disclose information concerning the regulation of financial institutions
(b)(9) Release would disclose geological or geophysical information concerning wells

Deed of Gift Restrictions

C(1) Closed by Executive Order 13526, governing access to national security information
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C(3) Closed in accordance with restrictions contained in donor's deed of gift [formerly listed as only C]
PRM. Removed as a personal record misfile

Presidential Records Act - [44 U.S.C. 2204(a)]

P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

THE WHITE HOUSE
WASHINGTON

April 17, 1990

MEMORANDUM FOR ANDY CARD

FROM: ROMAN POPADIUK *RP*
DEPUTY ASSISTANT TO THE PRESIDENT AND
DEPUTY PRESS SECRETARY FOR FOREIGN AFFAIRS

SUBJECT: Doug Davidson

A compartmented security clearance is hereby requested for
Doug Davidson.

cc: Jane Danenhauer

*Doug is okay for compartmented
clearance.
AH Card
4/18/90*

THE WHITE HOUSE
WASHINGTON

May 24, 1990

MEMORANDUM FOR JAMES W. CICCONI

FROM: ANDREW H. CARD, JR. *Andy*
SUBJECT: Presidential Commission

This is to request that a Presidential Commission be issued for Edith Elizabeth Holiday, Assistant to the President and Secretary of the Cabinet, who is replacing David Q. Bates, effective June 1, 1990.

Ede's full name and title should appear on the Commission as listed in the preceding paragraph, and her home state should be Georgia.

MEMORANDUM OF CALL		Previous editions usable
TO: Andy		
☐ YOU WERE CALLED BY—	☐ YOU WERE VISITED BY—	
Ede Holiday		
OF (Organization)		
☐ PLEASE PHONE ▶	☐ FTS	☐ AUTOVON
566-2093		
☐ WILL CALL AGAIN	☐ IS WAITING TO SEE YOU	
☐ RETURNED YOUR CALL	☐ WISHES AN APPOINTMENT	
MESSAGE		
re: her title... "Assistant to the President and Secretary of the Cabinet"		
RECEIVED BY	DATE	TIME
	5/24	3:50
63-110 NSN 7540-00-634-4018 ★ U.S. GPO: 1986-181-246/40015		
STANDARD FORM 63 (Rev. 8-81) Prescribed by GSA FPMR (41 CFR) 101-11.6		

16
AC HAS SEEN

THE WHITE HOUSE
WASHINGTON

April 18, 1990

MEMORANDUM FOR ANDY CARD

FROM: BONNIE NEWMAN *Bonnie*
SUBJECT: NSC Space/Kennebunkport

As a result of my recent visit to Kennebunkport and in response to the NSC request for improved security for their Kennebunkport office, the following observations and options are offered.

A. USSS/TSD personnel who accompanied me on my visit report that the existing NSC office space at the Nonantum Hotel is comparable to and as secure as the hotel space utilized by NSC during the Reagan Administration's visits to California. If, however, we wish to improve upon this particular location, we could assign a Marine guard to the facility during Presidential visits.

↘ B. If NSC remains uncomfortable with respect to the Nonantum location, it is possible to relocate their computer and an operator to a small upstairs office in the WHCA facility. This facility is within the secure parameter during presidential visits, is occupied around the clock and is located directly across from Walker's Point.

C. The options for locating within the Walker's Point complex are more limited. Renovations to the newly constructed Military Aide/Physicians house would be costly and questionable due to sewage requirements.

D. There is desk space in the USSS command post that could possibly be reassigned, but doing so would displace the agent-in-charge of the President's children's detail.

Please advise how you wish for us to proceed.

copy given to JHS 4/18
AHC

Send cc to
Sig

AC HAS SEEN 1/4

THE WHITE HOUSE
WASHINGTON

January 4, 1990

MEMORANDUM FOR ANDY CARD

FROM: JOHN G. KELLER, JR. *JK*
SUBJECT: RNC HIRING OF ADVANCE REPRESENTATIVES

With the approach of the upcoming mid-term elections, I am now focusing on the possibility of hiring advance people on the RNC payroll to support the President's political travel. As you know, this is something we did in the Vice President's office as part of the '82 and '86 mid-terms.

Once I get a memo from Jim Wray concerning political travel for the year, I will send you another memo outlining the manpower build-up with dates and salaries. My ballpark guess would be to ultimately have 6 to 8 lead and press advance people on salary until election day.

I would appreciate it if, in the meantime, you could broach the topic with Lee Atwater to make sure there are no unforeseen roadblocks.

Thank you.

1/5 I checked w/ JHS. He said okay. *Andy*

1/9 I left word w/ Mary.
I spoke w/ Mary. She said it would
probably come out of the \$1.5m+ the
WH gets. She will get back to me on Sig. *Andy*

AC HAS SEEN 2/2

THE WHITE HOUSE
WASHINGTON

February 5, 1990

MEMORANDUM FOR ANDREW H. CARD JR.
ASSISTANT TO THE PRESIDENT AND
DEPUTY TO THE CHIEF OF STAFF

FROM: GOVERNOR JOHN H. SUNUNU
CHIEF OF STAFF TO THE PRESIDENT



SUBJECT: Changes to Telephone Service Within the
White House

As the first year of the term of the President concludes, we are reviewing the requirements and procedures employed to support the President, so that support to him may be improved in the future.

The past year has seen extensive Presidential travel and increasing demands on resources and personnel, especially telephone support. Analysis and review of existing communications indicate that it is necessary to align functional requirements with appropriate telephone service.

The primary mission of the military switchboard is to provide telephone support in case of emergency actions. Increased travel and other requirements impose increased concomitant requirements for the Signal switchboard. Some service now provided by the Signal switchboard is more properly serviced by the White House Administrative switchboard.

The Office of Management and Administration has reviewed telephone service now provided. The enclosed attachment shows the telephone service you are now provided and any changes that will be implemented by March 1, 1990 in order to ensure the requirements of emergency actions may be met.

Your thoughtful cooperation in this matter is appreciated.

Andrew H. Card Jr.

Assistant to the President and
Deputy to the Chief of Staff

	PRESENT SERVICE		REVISED SERVICE	
	OFFICE	RESIDENCE	OFFICE	RESIDENCE
Signal Drop	YES	NO	YES	YES
Admin Drop	YES	NO	YES	NO
Commercial Service	YES	NO	YES	YES

This memorandum identifies the present service being provided to you, the subscriber, and what service will be added or deleted under the revised service order.

Signal Drop: Provides direct access to the White House Communications Agency (WHCA) Signal Switchboard. Emergency action circuit.

Admin Drop : Provides direct access to the White House Administrative Switchboard. Administrative circuit.

Commercial Service: Under most circumstances, individuals will be provided 395-XXXX service which allows reaching any White House extension by simply dialing the last four digits. Users outside the immediate area of Washington, D.C. will receive a standard commercial telephone that will provide access to the White House by dialing 1 plus the area code and the seven digit number.

*To Bonnie Newman
w/ cc to Fred McClure*

THE WHITE HOUSE
WASHINGTON

January 29, 1990

MEMORANDUM FOR:

ANDREW H. CARD

THROUGH:

FREDERICK D. McCLURE *FM*

FROM:

ROBERT J. PORTMAN *RJP*

SUBJECT:

Additional Legislative
Correspondent, Office of
Legislative Affairs

As addressed among other personnel topics in an earlier memo from Fred to you, we believe there is an acute need for an additional person in the Office of Congressional Correspondence. This two-person office, which had four or five full-time staff in the Reagan years, has done its best to respond to an avalanche of Hill mail in the past year. While they have been able to reduce the turn-around time dramatically, it is becoming increasingly clear that with two people we simply cannot continue to respond in both a timely and effective manner.

Furthermore, being short-staffed, we have been unable to adequately respond to the President's desire for personal responses to Congressional mail. A volunteer assists in the office already, and we have been told that interns are not appropriate because of the East Wing location, and consequent need for a higher clearance.

We would propose that we be permitted to supplement the current staff of Henry Plaster (Director) and Pat Cox with someone who would make \$23,000/year. Current space is adequate to accommodate a new person, and, in fact, a desk is already in place. Please let me or Fred know if you have any questions.

APPROVE

✓ - Skay 1/30
AH Card

DISAPPROVE

MORE INFORMATION NEEDED

THE WHITE HOUSE
WASHINGTON

Date: 1/29/90

TO:

Andy Card

FROM:

ROSE ZAMARIA *RZ*
Special Assistant to the President
and Director
of White House Operations

Re: *White House pass for
Donald B. Ayer
Deputy Attorney General*

*I have asked Jane
Daunenbauer to proceed with
a White House pass (OGA) for
Mr Ayer since the practice
is to issue one to the #2
person.*

THE WHITE HOUSE
WASHINGTON

DATE: 1-3-90

TO: *Bonnie Newman*

FROM: ANDY CARD *Andy*

*Any more thoughts
regarding a video taping
set-up in the DEOB?*

AC HAS SEEN 12/17/89

THE WHITE HOUSE
WASHINGTON

December 15, 1989

MEMORANDUM FOR D. ALLAN BROMLEY
ASSISTANT TO THE PRESIDENT
FOR SCIENCE AND TECHNOLOGY AND DIRECTOR OF THE
OFFICE OF SCIENCE AND TECHNOLOGY POLICY

FROM: PAUL W. BATEMAN *PWB*
DEPUTY ASSISTANT TO THE PRESIDENT FOR MANAGEMENT
AND DIRECTOR OF THE OFFICE OF ADMINISTRATION

SUBJECT: Office Space Swap

The Office of Science and Technology Policy (OSTP) occupies 9,810 square feet in the New Executive Office Building (NEOB) and 2,670 square feet in the Old Executive Office Building (OEOB). I have a proposal to consolidate your office space and solve your office space problems.

The Office of Administration occupies 5,550 square feet on the fourth floor of the OEOB which we are willing to swap for all of OSTP's NEOB space. For your convenience, floor plans showing the locations are attached.

With the consolidated OEOB space, OSTP will have a total of 8,220 square feet. This calculates to 257 square feet per employee which exceeds the General Services Administration's standard for federal employees of 135 square feet.

This would be a simple transfer requiring no payments. Any alterations necessary will be at each agency's expense.

I would welcome the opportunity to discuss this matter with you.

Attachments

cc: J. Bonnie Newman
Andrew Card

I called Dr. B. He is not happy but will talk w/ Paul. AHC 12/19

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Presidential Records Act - [44 U.S.C. 2204(a)]

P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

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THE WHITE HOUSE

WASHINGTON

December 14, 1989

MEMORANDUM FOR J. BONNIE NEWMAN

FROM: ANDREW H. CARD, JR. *Andy/Lg*
SUBJECT: Fred Sainz' Replacement

Per Sig Rogich, Fred Sainz will be leaving the White House in early January, 1990. Sig has asked for permission to hire a replacement.

Governor Sununu has agreed to permit a replacement to start the first of January, 1990. If it is someone who will be making a lateral move from within the system, the salary should be not more than \$28,000; or, if someone is hired outside the system, the starting salary should be about \$25,000.

I will leave it to you and Sig to work out any details.

cc: Sig Rogich

10 Sig
y/c to Bonnie

✓

THE WHITE HOUSE
WASHINGTON

December 12, 1989

MEMORANDUM FOR ANDY CARD

FROM: SIG ROGICH

S.R.

SUBJECT: REPLACEMENT OF FRED SAINZ

As we discussed yesterday, Fred Sainz will be leaving the White House Staff in early January to join the team preparing for the upcoming Economic Summit. It is important to our operation that we fill the vacancy in a timely fashion to allow for a week or so overlap with Fred and the new person. This will allow us to have a short training period and will ensure a smooth transition.

We have begun interviewing. At this point we are considering internal candidates only. We ask for your approval to hire a replacement with a starting date of January 1, 1990 in the salary range of \$25,000 to \$29,000 per year.

lateral move
\$28K if necessary
otherwise per STS

AHG
12/12/89

I called sig
12/12

Approved _____
Disapproved _____
Discuss _____

THE WHITE HOUSE
WASHINGTON

DATE: 12-6-89

TO: Jim Cicconi / Bonnie Nawman

FROM: ANDY CARD *Andy*

Governor Sumner has approved
Special Assistant to the President
commissions for Lawrence Lindsey,
Stephen Farrar, Nancy Maloley and
Marianne McGettigan. All are
Associate Directors in OPD.

Please make the commissions effective
1/1/90.

Thanks.

Andy

C.C. Roger Porter

AC HAS SEEN ✓

THE WHITE HOUSE
WASHINGTON

November 20, 1989

MEMORANDUM FOR ANDREW H. CARD, JR.
ASSISTANT TO THE PRESIDENT
AND DEPUTY TO THE CHIEF OF STAFF

FROM: J. BONNIE NEWMAN *Bonnie*
ASSISTANT TO THE PRESIDENT FOR MANAGEMENT
AND ADMINISTRATION

SUBJECT: Foreign Presidential Travel

The attached memorandum outlines new procedures issued by the Chief of Staff for reporting travel by government officials in support of foreign presidential trips. This information will greatly enhance our ability to plan and prepare for foreign presidential trips. These requirements apply equally to the White House staff.

Travel authorizations for White House staff must be submitted for approval at least 10 days in advance of the trip. For the purposes of the upcoming Malta summit meeting, the deadline for receiving travel data is close of business on Tuesday, November 21, 1989.

The Chief of Staff considers this travel management system to be a high priority. Your advance planning and the timely submission of this data will facilitate the effort involved in preparing for the upcoming presidential trip.

I appreciate your cooperation and assistance on this matter.
Thank you.

Attachment

THE WHITE HOUSE
WASHINGTON

October 30, 1989

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: JOHN H. SUNUNU
CHIEF OF STAFF

SUBJECT: Travel by Government Officials in Support of
Foreign Presidential Trips

This memorandum establishes an administrative reporting system to enhance and strengthen the management of government resources expended in conjunction with foreign travel of the President.

Effective immediately, the procedures reflected in this directive should be observed by all executive departments and agencies which contribute resources or personnel to a foreign presidential trip.

A comprehensive review of selected foreign trips was recently performed in an effort to determine the overall level of government resources utilized during presidential travel. The analysis revealed that depending on the purpose and scope of each trip, it is not unusual for a substantial number of Federal agencies to provide support during a foreign trip of the President. Currently, however, there is no centralized entity exercising overall management, coordination, and accounting for the complete range of resources utilized on a foreign presidential trip. Consequently, a centralized administrative system would improve the overall resource management and cost efficiency associated with presidential travel.

The following information, where applicable, should be submitted to the Assistant to the President for Management and Administration at least ten working days prior to the day of departure:

1. Names of individuals traveling in advance of or accompanying the presidential visit on behalf of each respective department or agency. The travelers should be identified as either advance or accompaniment, and as either civilian, foreign service, or uniformed service personnel.
2. Anticipated cost of travel by individual

3. Purpose of travel.
4. Means of transit (e.g. via military or commercial air).
5. Anticipated arrival and departure dates for each traveler.
6. Number of department or agency personnel stationed abroad at the trip location who will be supporting the visit of the President.
7. Military assets, if any, (i.e. helicopter, aircraft, or ground transportation) to be utilized.

THE WHITE HOUSE

WASHINGTON

November 8, 1989

MEMORANDUM FOR J. BONNIE NEWMAN

FROM: ANDREW H. CARD, JR. *ahc*

SUBJECT: Paul Collins

Effective Monday, November 13th, Paul Collins will be transferred laterally to the Office of Political Affairs from the Office of National Service. He will remain a Special Assistant to the President, and his specific responsibilities will be to work directly for the Deputy Assistant to the President for Political Affairs.

Please make arrangements for him to have an office (it is my understanding that the office that had formerly been used by Steve Gibson would be appropriate).

Thank you for your attention.

cc: Gregg Petersmeyer
Jim Wray

THE WHITE HOUSE
WASHINGTON

DATE: 9-8-89

TO: Bonnie Newman

FROM: ANDY CARD *Andy*

F. Y. I.

There is likely to be an
Advisory Council on Drugs
headed by Bill Moss soon.
(An executive order is in the
pipeline.) The plan calls
for some space - not much
on Jackson Place.

THE WHITE HOUSE
WASHINGTON

*original
was signed
and sent
to Bonnie
9/6/89
AKC*

*original
signed
by HHS
(per HHS
9/5/89)
Andy*

BEST COPY AVAILABLE
By Rm (NLGB) on 05/13/25

July 24, 1989

MEMORANDUM FOR JOHN H. SUNUNU
CHIEF OF STAFF

THROUGH: C. BORDEN GRAY *cmg*
COUNSEL TO THE PRESIDENT

FROM: BONNIE NEWMAN *Bonnie Newman*
ASSISTANT TO THE PRESIDENT FOR MANAGEMENT
AND ADMINISTRATION

SUBJECT: Applicant Drug Testing

We seek your approval to commence applicant drug testing under the Drug-Free Workplace Plan for the Executive Office of the President (EOP). We include in the category of applicants the EOP employees (and detailees) who joined the staff of an agency on or after January 20, 1989 and were required to acknowledge that their appointment was conditioned on a drug test to be subsequently administered.

BACKGROUND

The EOP Drug-Free Workplace Plan requires testing for drugs primarily in two instances: employees on a random basis, and applicants prior to their appointment. (There are four other grounds for testing that are not relevant here). The elements necessary to carry out both testing programs were in place in early January 1989.

The random testing provisions cover 1459 out of a total of 1852 employees of (and detailees to) the EOP. These 1459 positions have been identified for drug testing by criteria such as access to classified/sensitive information or access to areas "frequented by the President." The plan calls for randomly testing approximately 12% of all such employees on an annual basis. The random testing provision was challenged by employees of three EOP agencies (USTR, OMB, OA) earlier this year, resulting in a suspension of the EOP random testing plan pending the outcome of the court challenge. On May 19, 1989 we were enjoined from randomly testing the 30 named plaintiffs in that suit (Hartness v. Bush). On July 14, 1989, in light of a recent opinion upholding the random drug testing of certain Justice Department employees the government filed a Motion to Vacate the preliminary injunction.

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By RM (NLGB) on 05/23/85

Applicant drug testing is linked to random drug testing in that all applicants for testing designated positions are to be tested. On January 18, 1989 a decision was made by former Chief of Staff Duberstein to suspend applicant testing to allow for an orderly transition. (See Tab A) On January 19, 1989 the former Director, Office of Administration informed all EOP heads of agencies of the suspension and that, as a substitute, applicants were required to sign an acknowledgment that their appointments were subject to a requirement to present themselves at a later date for drug testing. (See Tab B)

Initially, the collection process for these acknowledgements was inadequate. The various administrative offices in the Executive Office of the President were not consistent in requiring that all new employees and detailees provide signed acknowledgements. Moreover, the Office of Administration, charged with overall responsibility for personnel processing and with administration of the drug testing plan, failed to ensure the complete collection of the required acknowledgements. As of May 19, 1989, we were missing 131 acknowledgements out of a total of 460 new employees/detailees. Subsequently, each agency's administrative contact was requested to collect the missing acknowledgements. As of July 14, 1989, we have 100% compliance out of a cumulative total of 515 new staff.

For fiscal year 1989 Congress appropriated \$167,000 to the Office of Administration for implementation of a Drug-Free Workplace Plan of which \$85,000 has been obligated through June. Out of that we have expended \$69,000 without testing a single employee. Of this amount, \$42,000 has funded one personnel position and \$17,000 has supported the Employee Assistance Program. The remaining \$10,000 represents costs for software development for the random testing program.

ANALYSIS

Testing of applicants will send an important message by the Administration of our support for drug testing. There is no legal impediment to applicant testing in principle by the EOP. Plaintiffs in several cases have sought to enjoin applicant testing, but the courts have rejected these challenges. In addition, the U.S. Court of Appeals for the District of Columbia Circuit recently handed down its long-awaited decision in the case challenging the Justice Department's random drug testing plan. (Harmon v. Thornburgh). The court approved the random drug testing of certain Justice Department employees (e.g. those with Top Secret clearances). The Justice plan is very similar to our own. This is the first case in which a Court of Appeals has approved random testing of federal, civilian employees. The Justice Department is relying heavily on this case in our court battle over the EOP random testing plan. By validating the basic premise of testing under the Drug-Free Workplace Program, the case also supports applicant drug testing.

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Because fully 25% of the employees/detailees appointed on or after January 20, 1989 were not asked to sign acknowledgements at the time they entered on duty, there is a risk that one of these individuals will litigate our right to test him based on an acknowledgement signed subsequent to appointment. However, we raised this issue with the Justice Department and they concluded that "the EOP's applicant testing program is legal and may be implemented for all applicants and new hires, including those employees/detailees who signed acknowledgements, either contemporaneous with or after their appointment, recognizing that they would be tested at a later date."

Even if there is no litigation, there is the potential for adverse publicity because we did not comply with our own requirement. On the other hand, we have received a signed acknowledgement from every one who has been requested to sign after the fact.

It is our plan to test not only new applicants but also all the employees/detailees who joined the EOP on or after January 20, 1989 and were required to sign acknowledgements that their continued employment is subject to their making themselves available for drug testing. This will reinforce this Administration's commitment to drug testing.

Thirty-four months have passed since President Reagan issued the Drug-Free Federal Workplace Executive Order (September 15, 1986). Other than a voluntary test of the President, the Vice President and seventy-eight commissioned officers in August of 1986, the EOP has yet to test its first employee. This gives this Administration the opportunity to make drug testing at the EOP a reality by implementing applicant drug testing as recommended.

RECOMMENDATION

That applicant drug testing commence, including testing employees/detailees who signed acknowledgements--whether contemporaneous with or after their appointment--which recognized that they would be tested and that the Director of the Office of Administration be directed to move forward on this important program.

Approve _____ Disapprove _____ Let's Discuss _____

Date _____

Attachments

BEST COPY AVAILABLE
By PLM (NLGB) on 05/13/25

BUSH LIBRARY PHOTOCOPY - PRESERVATION

THE WHITE HOUSE
WASHINGTON

September 5, 1989

MEMORANDUM FOR JOHN H. SUNUNU
CHIEF OF STAFF

FROM: J. BONNIE NEWMAN *Bonnie*
ASSISTANT TO THE PRESIDENT FOR MANAGEMENT
AND ADMINISTRATION

SUBJECT: Presidential Travel

In response to your request, we have undertaken a review of the level of government resources utilized during foreign travel of the President. The quantitative aspects of our analysis rely upon data provided by the State Department for five (5) foreign trips taken during the current and previous Administrations.

Currently no centralized entity exercises overall management, coordination, and accounting for the complete range of resources utilized on a foreign (or domestic) presidential trip. From an analytical perspective, this makes it difficult to determine and control the overall level of effort and expenditures associated with presidential travel. The number of participating government agencies, cost elements involved, and unique nature and scope of each visit will influence the trip's net cost.

For the purposes of this memorandum, we have only focused on resources utilized on foreign trips.

I. ORGANIZATIONS INVOLVED IN PRESIDENTIAL TRAVEL

The number of government organizations involved in any given trip will, of course, vary depending on the nature of the travel plan. However, there are approximately a dozen government entities that routinely participate in presidential trips. Attached is an exhibit of government entities that typically are represented during a presidential trip. (Exhibit A)

II. GENERAL POLICY ON FUNDING

The funding for a presidential trip is borne by numerous agencies. With respect to the White House, in particular, it pays travel allowances for its employees who advance or accompany the President on domestic travel (excluding military transportation.) On foreign trips, however, the State Department and the Defense Department pay for travel and transportation costs incurred by White House staff.

Other supporting agencies, such as the NSC, the White House Communications Agency (WHCA), the White House Military Office, and the U.S. Secret Service pay for employee travel and associated costs of advance or accompaniment travel with the President domestically and on foreign trips. The State Department facilitates payments abroad by using their local disbursing offices.

III. COST ELEMENTS

The number of cost factors for a typical presidential trip are numerous. However, the two primary elements affecting the overall "out of pocket" costs of a trip are the aggregate number of individuals and their length of stay. The level of personnel resources utilized, either in advance or accompaniment travel, will be influenced by the purpose of the trip, the logistical complexity, and by the relative international conditions. Together, these factors will, in varying degrees, affect almost all of the other costs associated with a given trip.

Other variables affecting the total cost of the trip include: commercial transportation rates; per diem rates; hotel rates; vehicle rental rates; currency exchange rates; requirements for military transportation; special communications and ADP requirements; and, the number of sites visited during the trip.

The attached consolidated table presents a simplified display of the cost elements and key factors influencing total trip costs. (Exhibit B)

IV. COMPARISON OF PRESIDENTIAL TRIPS

Attempts to compare the costs of presidential trips reveal that quantitative measurements alone will not accurately reflect the relative costs of each trip. Every presidential trip is unique. Depending upon the scope of the trip, the purpose, the number of senior administrative officials accompanying the President, and the amount of advance work needed, the task of identifying a cost which can be legitimately compared to that of other trips is exceedingly difficult.

Nonetheless, attached is a table summarizing data provided by the Department of State that displays the aggregate number of travelers on five selected presidential trips. The data indicates that on average the government utilizes approximately 420 persons on a foreign trip. (Exhibit A)

Additionally, a more detailed level of cost data was supplied by the State Department for the recent Paris trip. The information from Paris is offered for illustrative purposes. The attached charts reflect total travel days expended on the trip and cost data for lodging, per diem, and auto expenses. (Exhibits C - F)

V. CONCLUSIONS

Clearly the commitment of government resources supporting a foreign presidential trip is considerable. However, a system for overseeing associated resource utilization is not now in place. In recognition of this disparity between resource utilization and management control, it is recommended that a system be established to monitor government-wide expenditures directly associated with presidential travel. Such a system would enhance White House management in the coordination and oversight of foreign travel. With your approval, I will coordinate with the respective agencies to implement a system to centralize the management and accounting for the utilization of such resources.

Approved V. GHS. Disapproved _____ Date 9/19/89
Comments _____

Attachments

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
04. Chart	Exhibit A: Selected Foreign Presidential Trips: Number of Travelers by Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025	OA/ID Number: 08373-001
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

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

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

Deed of Gift Restrictions

C(1) Closed by Executive Order 13526, governing access to national security information
C(2) Closed by statute or by the agency which originated the information
C(3) Closed in accordance with restrictions contained in donor's deed of gift [formerly listed as only C]
PRM. Removed as a personal record misfile

Presidential Records Act - [44 U.S.C. 2204(a)]

P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
05. Chart	Exhibit A-1: Paris (Bush). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025 **OA/ID Number:** 08373-001

FOIA/SYS Case #: 2025-0373-S

Appeal Case #:

Re-review Case #:

Appeal Disposition:

P-2/P-5 Review Case #:

Disposition Date:

AR Case #:

MR Case #:

AR Disposition:

MR Disposition:

AR Disposition Date:

MR Disposition Date:

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Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
06. Chart	Exhibit A-2: London (Bush). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025	OA/ID Number: 08373-001
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

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P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
07. Chart	Exhibit A-3: Paris (Reagan). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025	OA/ID Number: 08373-001
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

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Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
08. Chart	Exhibit A-4: Beijing (Bush). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025	OA/ID Number: 08373-001
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

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Presidential Records Act - [44 U.S.C. 2204(a)]

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P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
09. Chart	Exhibit A-5: Beijing (Reagan). (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025	OA/ID Number: 08373-001
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

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Presidential Records Act - [44 U.S.C. 2204(a)]

P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

Summation of Cost Factors for a Presidential Trip

Cost Elements for a Presidential Trip

◆ Per Diem Rate	◆ Transportation	◆ Office Automation Support
◆ Hotel Rates	Commercial Air Force One	◆ Overtime
◆ Communications	Military Air Helicopters	◆ Other:
	◆ Rental Vehicles	e.g. supply purchases, official receptions, rental of equipment in support of site visits, military support for communications and security purposes.

Key Factors Affecting Overall Cost

◆ Number of Sites	◆ Number of Persons Travelling	◆ Traveler's Status
◆ Relative International Situation	◆ Length of Stay per Traveler	Accompanying the President
Impacts Communications and Security Requirements	◆ Type/Location of Trip	Advancing the President
◆ Number of Staff Offices		

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
10. Chart	Exhibit C: Travel Days Expended by Agencies on Paris Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025 **OA/ID Number:** 08373-001

FOIA/SYS Case #: 2025-0373-S

Re-review Case #:

P-2/P-5 Review Case #:

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AR Disposition:

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Appeal Case #:

Appeal Disposition:

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Presidential Records Act - [44 U.S.C. 2204(a)]

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Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
11. Chart	Exhibit D: Hotel and Per Diem Costs for Paris Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025	OA/ID Number: 08373-001
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

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PRM. Removed as a personal record misfile

Presidential Records Act - [44 U.S.C. 2204(a)]

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P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
12. Chart	Exhibit E: Vehicle Costs for Paris Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025	OA/ID Number: 08373-001
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

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

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

Deed of Gift Restrictions

C(1) Closed by Executive Order 13526, governing access to national security information
C(2) Closed by statute or by the agency which originated the information
C(3) Closed in accordance with restrictions contained in donor's deed of gift [formerly listed as only C]
PRM. Removed as a personal record misfile

Presidential Records Act - [44 U.S.C. 2204(a)]

P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
13. Chart	Exhibit F: Number of Vehicles Rented for Paris Trip. (1 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Administration (Newman)

Date Closed: 5/13/2025	OA/ID Number: 08373-001
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
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THE WHITE HOUSE
WASHINGTON

September 25, 1989

MEMORANDUM FOR J. BONNIE NEWMAN

FROM: ANDREW H. CARD, JR. 

SUBJECT: Stephen M. Studdert

This is to confirm that Steve Studdert's last day will be October 3, 1989. Please make sure that the appropriate procedures are in place for his transition out of the White House.

Thanks.

cc: C. Boyden Gray

THE WHITE HOUSE
WASHINGTON

DATE: 8/14/89

TO: Bonnie Newman/Hed McClure
Jim Cicconi
FROM: ANDY CARD *Andy*

re. Flag at half-staff

FYI from DOD



OFFICE OF THE SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

August 14, 1989

The Honorable Andrew H. Card, Jr.
Assistant to the President and
Deputy to the Chief of Staff
The White House
Washington, D.C. 20500

Dear Andy:

You asked yesterday about the length of time the flag is kept at half-staff to honor a deceased Member of Congress. Section 175(m) of Title 36 of the U.S. Code (copy attached, see arrow in left margin) specifies that the flag is flown at half staff on the day of death of a Member of Congress and the following day. Since Mr. Leland's death was not known when it occurred, it would seem reasonable to measure the time of death for purposes of this flag statute from the time of the President's statement yesterday expressing condolences to the Leland family. Thus, the flag was flown at half-staff part of yesterday and will be flown at half-staff today.

Pursuant to Section 178 of Title 36 (copy attached, see arrow in left margin), the President may modify rules or customs pertaining to display of the national flag, including the rule on the length of time the flag is displayed at half-staff to honor a deceased official.

By Proclamation No. 3044 of March 1, 1954, as amended by Proclamation No. 3948 (copy attached, see arrow in left margin), President Eisenhower ordered that, upon the death of a Representative: (1) flags on Federal buildings, grounds and vessels in the metropolitan area of the District of Columbia shall be flown at half-staff on the day of death and the following day and (2) flags on Federal buildings, grounds, and vessels in the District the Representative represented shall be flown at half-staff from the day of death until interment. Thus, flags in Mr. Leland's district (Texas - 18) should remain at half-staff until his burial.

The Office of the Executive Clerk at the White House may have more information on past Presidential practice in exercising the authority to vary the rules and customs on display of the flag.

Sincerely,

A handwritten signature in cursive script, appearing to read "David", is written over the typed name.

David S. Addington

weather is inclement, at United States Customs ports of entry which are continually open.

The rules and customs pertaining to the display of the flag, as set forth in the joint resolution of June 22, 1942, as amended, are hereby modified accordingly.

IN WITNESS WHEREOF, I have hereunto set my hand this fifth day of May, in the year of our Lord nineteen hundred seventy-two, and of the Independence of the United States of America the one hundred ninety-sixth.

RICHARD NIXON

CROSS REFERENCES

Modification of rules and customs by President, see 36 USCA § 178.
National observances, display of flag, see 36 USCA § 141 et seq.

WESTLAW ELECTRONIC RESEARCH

See WESTLAW guide following the Explanation pages of this volume.

§ 175. Position and manner of display

The flag, when carried in a procession with another flag or flags, should be either on the marching right; that is, the flag's own right, or, if there is a line of other flags, in front of the center of that line.

(a) The flag should not be displayed on a float in a parade except from a staff, or as provided in subsection (i) of this section.

(b) The flag should not be draped over the hood, top, sides, or back of a vehicle or of a railroad train or a boat. When the flag is displayed on a motorcar, the staff shall be fixed firmly to the chassis or clamped to the right fender.

(c) No other flag or pennant should be placed above or, if on the same level, to the right of the flag of the United States of America, except during church services conducted by naval chaplains at sea, when the church pennant may be flown above the flag during church services for the personnel of the Navy. No person shall display the flag of the United Nations or any other national or international flag equal, above, or in a position of superior prominence or honor to, or in place of, the flag of the United States at any place within the United States or any Territory or possession thereof: *Provided*, That nothing in this section shall make unlawful the continuance of the practice heretofore followed of displaying the flag of the United Nations in a position of superior prominence or honor, and other national flags in positions of equal prominence or honor, with that of the flag of the United States at the headquarters of the United Nations.

(d) The flag of the United States of America, when it is displayed with another flag against a wall from crossed staffs, should be on the right, the flag's own right, and its staff should be in front of the staff of the other flag.

(e) The flag of the United States of America should be at the center and at the highest point of the group when a number of flags

of States or localities or pennants of societies are grouped and displayed from staffs.

(f) When flags of States, cities, or localities, or pennants of societies are flown on the same halyard with the flag of the United States, the latter should always be at the peak. When the flags are flown from adjacent staffs, the flag of the United States should be hoisted first and lowered last. No such flag or pennant may be placed above the flag of the United States or to the United States flag's right.

(g) When flags of two or more nations are displayed, they are to be flown from separate staffs of the same height. The flags should be of approximately equal size. International usage forbids the display of the flag of one nation above that of another nation in time of peace.

(h) When the flag of the United States is displayed from a staff projecting horizontally or at an angle from the window sill, balcony, or front of a building, the union of the flag should be placed at the peak of the staff unless the flag is at half staff. When the flag is suspended over a sidewalk from a rope extending from a house to a pole at the edge of the sidewalk, the flag should be hoisted out, union first, from the building.

(i) When displayed either horizontally or vertically against a wall, the union should be uppermost and to the flag's own right, that is, to the observer's left. When displayed in a window, the flag should be displayed in the same way, with the union or blue field to the left of the observer in the street.

(j) When the flag is displayed over the middle of the street, it should be suspended vertically with the union to the north in an east and west street or to the east in a north and south street.

(k) When used on a speaker's platform, the flag, if displayed flat, should be displayed above and behind the speaker. When displayed from a staff in a church or public auditorium, the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor at the clergyman's or speaker's right as he faces the audience. Any other flag so displayed should be placed on the left of the clergyman or speaker or to the right of the audience.

(l) The flag should form a distinctive feature of the ceremony of unveiling a statue or monument, but it should never be used as the covering for the statue or monument.

(m) The flag, when flown at half-staff, should be first hoisted to the peak for an instant and then lowered to the half-staff position. The flag should be again raised to the peak before it is lowered for the day. On Memorial Day the flag should be displayed at half-staff

until noon only, then raised to the top of the staff. By order of the President, the flag shall be flown at half-staff upon the death of principal figures of the United States Government and the Governor of a State, territory, or possession, as a mark of respect to their memory. In the event of the death of other officials or foreign dignitaries, the flag is to be displayed at half-staff according to Presidential instructions or orders, or in accordance with recognized customs or practices not inconsistent with law. In the event of the death of a present or former official of the government of any State, territory, or possession of the United States, the Governor of that State, territory, or possession may proclaim that the National flag shall be flown at half-staff. The flag shall be flown at half-staff thirty days from the death of the President or a former President; ten days from the day of death of the Vice President, the Chief Justice or a retired Chief Justice of the United States, or the Speaker of the House of Representatives; from the day of death until interment of an Associate Justice of the Supreme Court, a Secretary of an executive or military department, a former Vice President, or the Governor of a State, territory, or possession; and on the day of death and the following day for a Member of Congress. As used in this subsection—

(1) the term "half-staff" means the position of the flag when it is one-half the distance between the top and bottom of the staff;

(2) the term "executive or military department" means any agency listed under sections 101 and 102 of Title 5; and

(3) the term "Member of Congress" means a Senator, a Representative, a Delegate, or the Resident Commissioner from Puerto Rico.

(n) When the flag is used to cover a casket, it should be so placed that the union is at the head and over the left shoulder. The flag should not be lowered into the grave or allowed to touch the ground.

(o) When the flag is suspended across a corridor or lobby in a building with only one main entrance, it should be suspended vertically with the union of the flag to the observer's left upon entering. If the building has more than one main entrance, the flag should be suspended vertically near the center of the corridor or lobby with the union to the north, when entrances are to the east and west or to the east when entrances are to the north and south. If there are entrances in more than two directions, the union should be to the east.

(June 22, 1942, c. 435, § 3, 56 Stat. 378; Dec. 22, 1942, c. 806, § 3, 56 Stat. 1075; July 9, 1953, c. 183, 67 Stat. 142; July 7, 1976, Pub.L. 94-344, § 1(6)-(11), 90 Stat. 810, 811.)

HISTORICAL AND STATUTORY NOTES

Revision Notes and Legislative Reports
1953 Act. Senate Report No. 83-258, see 1953 U.S. Code Cong. and Adm. News, p. 1850.

1976 Act. Senate Report No. 94-797, see 1976 U.S. Code Cong. and Adm. News, p. 1515.

Amendments

1976 Amendment. Subsec. (b). Pub.L. 94-344, § 1(6) substituted "right fender" for "radiator cap".

Subsec. (f). Pub.L. 94-344, § 1(7), substituted "to the United States flag's right" for "to the right of the flag of the United States".

Subsec. (i). Pub.L. 94-344, § 1(8), substituted requirement that when the flag is displayed horizontally or vertical against a wall or in a window, the union should be uppermost and to the flag's own right for requirement that when the flag is displayed otherwise than from a staff, it should be displayed flat, whether indoors or out, or so suspended that it falls as free as though it were staffed.

Subsec. (k). Pub.L. 94-344, § 1(9), eliminated provisions relating to flag po-

sition when displayed on a staff in the chancel of a church or speaker's platform of an auditorium.

Subsec. (m). Pub.L. 94-344, § 1(10), added provisions relating to half-staff display of the flag on Memorial Day and upon the death of principal figures of the United States government and State governments and definitions of terms therein and eliminated provisions relating to the affixing of crepe streamers to spearheads and flagstaves in a parade only on the order of the President.

Subsec. (o). Pub.L. 94-344, § 1(11), added subsec. (o).

1953 Amendment. Subsec. (c). Act July 9, 1953, added second sentence.

1942 Amendment. Subsec. (i). Act Dec. 22, 1942, added "or so suspended that its folds fall as free as though the flag were staffed", and omitted provisions when displayed against a wall or in a window.

Subsec. (m). Act Dec. 22, 1942, substituted "lowering" for "hauling" in third sentence.

PROCLAMATIONS

PROCLAMATION NO. 3044

Mar. 1, 1954, 19 F.R. 1235, as amended by Proc. No. 3948, Dec. 12, 1969, 34 F.R. 19699.

DISPLAY OF FLAG AT HALF-STAFF UPON DEATH OF CERTAIN OFFICIALS AND FORMER OFFICIALS

WHEREAS it is appropriate that the flag of the United States of America be flown at half-staff on Federal buildings, grounds, and facilities upon the death of principal officials and former officials of the Government of the United States and the Governors of the States, Territories, and possessions of the United States as a mark of respect to their memory; and

WHEREAS it is desirable that rules be prescribed for the uniform observance of this mark of respect by all executive departments and agencies of the Government, and as a guide to the people of the Nation generally on such occasions;

NOW, THEREFORE, I, DWIGHT D. EISENHOWER, President of the United States of America and Commander in Chief of the armed forces of the United States, do hereby prescribe and proclaim the following rules with respect to the display of the flag of the United States of

America at half-staff upon the death of the officials hereinafter designated:

1. The flag of the United States shall be flown at half-staff on all buildings, grounds, and naval vessels of the Federal Government in the District of Columbia and throughout the United States and its Territories and possessions for the period indicated upon the death of any of the following-designated officials or former officials of the United States:

(a) The President or a former President: for thirty days from the day of death.

The flag shall also be flown at half-staff for such period at all United States embassies, legations, and other facilities abroad, including all military facilities and naval vessels and stations.

(b) The Vice President, the Chief Justice or a retired Chief Justice of the

United States, or the Speaker of the House of Representatives: for ten days from the day of death.

(c) An Associate Justice of the Supreme Court, a member of the Cabinet, a former Vice President, the President pro tempore of the Senate, the Majority Leader of the Senate, the Minority Leader of the Senate, the Majority Leader of the House of Representatives, or the Minority Leader of the House of Representatives: from the day of death until interment.

2. The flag of the United States shall be flown at half-staff on all buildings, grounds, and naval vessels of the Federal Government in the metropolitan area of the District of Columbia on the day of death and on the following day upon the death of a United States Senator, Representative, Territorial Delegate, or the Resident Commissioner from the Commonwealth of Puerto Rico, and it shall also be flown at half-staff on all buildings, grounds, and naval vessels of the Federal Government in the State, Congressional District, Territory, or Commonwealth of such Senator, Representative, Delegate, or Commissioner, respectively, from the day of death until interment.

3. The flag of the United States shall be flown at half-staff on all buildings and grounds of the Federal Government in a State, Territory, or possession of the United States upon the death of the Gov-

ernor of such State, Territory, or possession from the day of death until interment.

4. In the event of the death of other officials, former officials, or foreign dignitaries, the flag of the United States shall be displayed at half-staff in accordance with such orders or instructions as may be issued by or at the direction of the President, or in accordance with recognized customs or practices not inconsistent with law.

5. The heads of the several departments and agencies of the Government may direct that the flag of the United States be flown at half-staff on buildings, grounds, or naval vessels under their jurisdiction on occasions other than those specified herein which they consider proper, and that suitable military honors be rendered as appropriate.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the United States of America to be affixed.

DONE at the City of Washington this 1st day of March in the year of our Lord nineteen hundred and fifty-four, and of the Independence of the United States of America the one hundred and seventy-eighth.

[SEAL]

DWIGHT D. EISENHOWER

CROSS REFERENCES

Display of replica of flag used in War of 1812 for twenty-four hours each day in Flag House Square, Baltimore, Maryland, as subject to this section, see 36 USCA § 174 note.

Modification of rules and customs by President, see 36 USCA § 178.

WESTLAW ELECTRONIC RESEARCH

See WESTLAW guide following the Explanation pages of this volume.

NOTES OF DECISIONS

Generally 1
Confederate flag 2
Height of flag 3
Injunction against display of flag 5
Right of action 4

1. Generally

This section relating to proper manner of display of national flag are not intended to proscribe conduct but are merely declaratory or advisory; recurrent use

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of word "should" throughout such provisions is indicative of lack of penal purpose. *Holmes v. Wallace*, D.C.Al.1976, 407 F.Supp. 493, affirmed 540 F.2d 1083.

This section respecting position of American flag when displayed or carried with other flags was not intended to proscribe behavior but was rather fashioned as an expression of prevalent custom regarding the display of the American flag. *State of Del. ex rel. Trader v. Hodsdon*, D.C.Del.1967, 265 F.Supp. 308.

2. Confederate flag

Congress, in enacting amendatory provision of this section prohibiting displaying of flags of international organizations or other nations in equal or superior prominence or honor to the flag of the United States, did not intend to prohibit state sponsored display of Confederate flag on dome of state capitol; provision of Flag Code was manifestly directed at other practices. *Holmes v. Wallace*, D.C.Al.1976, 407 F.Supp. 493, affirmed 540 F.2d 1083.

3. Height of flag

Flying the flag of Republic of Panama and flag of United States in Canal Zone at equal heights on separate flag poles did not violate this section. *Doyle v. Fleming*, D.C.Canal Zone 1963, 219 F.Supp. 277.

4. Right of action

Provision of this code prohibiting display of flags of international organizations or other nations in equal or superior prominence or honor to flag of United States does not create any rights in private individuals and could not form basis for civil rights action alleging deprivation of rights, privileges, or immunities secured by constitution and laws. *Holmes v. Wallace*, D.C.Al.1976, 407 F.Supp. 493, affirmed 540 F.2d 1083.

5. Injunction against display of flag

United States District Court did not have jurisdiction to enjoin defendant from flying the flag of the United Nations above and to the right of the American flag in front of his residence. *State of Del. ex rel. Trader v. Hodsdon*, D.C.Del.1967, 265 F.Supp. 308.

§ 176. Respect for flag

No disrespect should be shown to the flag of the United States of America; the flag should not be dipped to any person or thing. Regimental colors, State flags, and organization or institutional flags are to be dipped as a mark of honor.

(a) The flag should never be displayed with the union down, except as a signal of dire distress in instances of extreme danger to life or property.

(b) The flag should never touch anything beneath it, such as the ground, the floor, water, or merchandise.

(c) The flag should never be carried flat or horizontally, but always aloft and free.

(d) The flag should never be used as wearing apparel, bedding, or drapery. It should never be festooned, drawn back, nor up, in folds, but always allowed to fall free. Bunting of blue, white, and red, always arranged with the blue above, the white in the middle, and the red below, should be used for covering a speaker's desk, draping the front of the platform, and for decoration in general.

(e) The flag should never be fastened, displayed, used, or stored in such a manner as to permit it to be easily torn, soiled, or damaged in any way.

(f) The flag should never be used as a covering for a ceiling.

(g) The flag should never have placed upon it, nor on any part of it, nor attached to it any mark, insignia, letter, word, figure, design, picture, or drawing of any nature.

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§ 177. Conduct during hoisting, lowering or passing of flag

During the ceremony of hoisting or lowering the flag or when the flag is passing in a parade or in review, all persons present except those in uniform should face the flag and stand at attention with the right hand over the heart. Those present in uniform should render the military salute. When not in uniform, men should remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Aliens should stand at attention. The salute to the flag in a moving column should be rendered at the moment the flag passes.

(June 22, 1942, c. 435, § 5, 56 Stat. 380; Dec. 22, 1942, c. 806, § 5, 56 Stat. 1077; July 7, 1976, Pub.L. 94-344, § 1(17), 90 Stat. 812.)

HISTORICAL AND STATUTORY NOTES**Revision Notes and Legislative Reports**

1976 Act. Senate Report No. 94-797, see 1976 U.S.Code Cong. and Adm.News, p. 1515.

Amendments

1976 Amendment. Pub.L. 94-344 substituted in first sentence "with right hand over the heart" for ", and salute" and struck out "Men without hats should salute in the same manner," preceding

"Aliens should" and "Women should salute by placing right hand over the heart," preceding "The salute to the flag".

1942 Amendment. Act Dec. 22, 1942, substituted "military salute", for "right-hand salute" in second sentence, "should salute in the same manner", for "merely stand at attention" in fourth sentence, and added fifth sentence.

CROSS REFERENCES

Alien as used in Immigration and Nationality Act defined, see 8 USCA § 1101. Modification of rules and customs by President, see 36 USCA § 178.

WESTLAW ELECTRONIC RESEARCH

See WESTLAW guide following the Explanation pages of this volume.

§ 178. Modification of rules and customs by President

Any rule or custom pertaining to the display of the flag of the United States of America, set forth in sections 171 to 178 of this title, may be altered, modified, or repealed, or additional rules with respect thereto may be prescribed, by the Commander in Chief of the Armed Forces of the United States, whenever he deems it to be appropriate or desirable; and any such alteration or additional rule shall be set forth in a proclamation.

(June 22, 1942, c. 435, § 8, 56 Stat. 380; Dec. 22, 1942, c. 806, § 8, 56 Stat. 1077; July 7, 1976, Pub.L. 94-344, § 1(20), 90 Stat. 813.)

HISTORICAL AND STATUTORY NOTES**Revision Notes and Legislative Reports**

1976 Act. Senate Report No. 94-797, see 1976 U.S.Code Cong. and Adm.News, p. 1515.

References in Text

Rules or customs set forth "herein", referred to in text, means rules or customs set forth in Act June 22, 1942, c.

THE WHITE HOUSE
WASHINGTON

DATE: 7/19/89

TO: Bonnie Newman

FROM: ANDY CARD *Andy*

Should EOP agencies
comply with the attached
memo from Dick Darman?
We should be sensitive to
any action recommended
by past audits, etc.

A

THE WHITE HOUSE

WASHINGTON

June 8, 1989

MEMORANDUM FOR ANDY CARD

FROM: PAUL LUTHRINGER/MEDIA RELATIONS *DJL*
BRUCE WILMOT/NEWS SUMMARY & AUDIO SERVICES *BW*

RE: RADIO ACTUALITIES EQUIPMENT

What follows is a brief description of the condition of the audio equipment now on hand.

The system used during the Reagan Administration, consisting of tape players, mixing board and telephones, was installed 10 years ago and is now outdated and worn out. It is difficult and expensive to maintain. Most importantly, we received increasing numbers of complaints as the Reagan Administration drew to a close about the poor quality of the product provided. Many radio stations informed us that the sound bites were just not up to broadcast quality.

In our judgement, we had reached the point where it was not to the President's advantage to provide such inferior quality sound bites. With the approval of our proposal, we hope to be able to re-start the new system as soon as possible.

Please advise.

Needs your approval?

Ac
*I had asked
for this!*
Andy

Linda -
Make up
talk w/
you about
this.

Audrey

HOCT

Call
Paul Bortner

EXERCISE TRANSBORD III

EXERCISE TRANSBORD III

- THREE DAY COMMAND POST EXERCISE - JUNE 20-22, 89
- BINATIONAL TEST OF CRISIS MANAGEMENT
 - PHASE I - INCIDENT RESPONSE
 - PHASE II - INCIDENT MANAGEMENT
 - PHASE III - CONSEQUENCE MANAGEMENT
- RUN UP EXERCISES
 - RIVET UNION (DEC 88)
 - RUDE URCHIN (APR 89)

SCENARIO

C & O TUG AND BARGE SEIZED BY ARMED TERRORISTS SOUTH
OF SARNIA CANADA, ST CLAIR RIVER

CARGO INCLUDES SIX RAILCARS CONTAINING 600 TONS
OF LIQUEFIED CHLORINE GAS

BARGE PROCEEDING TOWARD DETROIT/WINDSOR

SPECIFIC OBJECTIVES

INCIDENT RESPONSE

- ORGANIZING FOR EFFECTIVE CONTROL AND RESOLUTION
- COLLECTING AND EXCHANGING INFORMATION AND INTELLIGENCE
- ASSESSING SITUATIONAL EVENTS AND IMPLICATIONS
- GUIDING ON-SCENE MANAGEMENT AND INSTITUTIONAL SUPPORT
- RECOGNIZING OR RESOLVING JURISDICTIONAL ISSUES
- MANAGING PUBLIC AND MEDIA RELATIONS
- IMPLEMENTING CITIZEN AND ENVIRONMENTAL SAFETY MEASURES WHILE PREPARING FOR CONSEQUENCE MANAGEMENT

SPECIFIC OBJECTIVES

INCIDENT MANAGEMENT

- **EFFECTIVE COMMAND AND CONTROL WITHIN INSTITUTIONAL JURISDICTIONS AND PRIVATE INTERESTS**
- **DEALING WITH DEMANDS**
- **RESPONDING WITHIN NATIONAL LAW AND POLICIES AND BINATIONAL AND INTERNATIONAL AGREEMENTS**
- **DEVELOPING OPTIONS AND ASSESSING THEIR IMPLICATIONS**
- **UNDERSTANDING DECISION ISSUES INVOLVING MASS-HAZARDS**
- **IMPLEMENTING MITIGATION AND CONSEQUENCE MANAGEMENT MEASURES**
- **MANAGING PUBLIC DIPLOMACY AND PUBLIC AFFAIRS**

SPECIFIC OBJECTIVES

POST-INCIDENT ACTIVITIES

- TRANSITIONING FROM CRIMINAL EVENT TO CIVIL EMERGENCY**
- EFFECTIVELY SHIFTING COMMAND AND CONTROL**
- DEALING WITH MASS-HAZARD HEALTH, SAFETY, AND ENVIRONMENTAL ISSUES**
- UNDERSTANDING INSTITUTIONAL JURISDICTIONS AT FEDERAL, STATE/PROVINCE, AND LOCAL/MUNICIPALITY LEVELS**
- ASSURING PROSECUTION OF SURVIVING PERPETRATORS**
- MANAGING THE RETURN TO NORMALCY**

US Government

National Security Council
Department of State
Department of Justice
Office of the Secretary of Defense
Federal Bureau of Investigation
Central Intelligence Agency
Federal Emergency Management Agency
Department of Transportation
Department of Health and Human Services
Environmental Protection Agency
US Information Agency
US Coast Guard
Joint Chiefs of Staff
Joint Special Operations Agency
Department of the Army, Office of the Deputy Chief of Staff
for Operations and Plans, Directorate of Military Support
Center for Disease Control
US Public Health Service

State and Local Governments

Office of the Governor, State of Michigan
Emergency Management Officials, State of Michigan
Michigan State Police
Public Affairs Officials, State of Michigan
Emergency medical Services Officials, State of Michigan
Environmental Affairs Officials, State of Michigan
Office of the Attorney General, State of Michigan
Public Health Officials, State of Michigan
Office of the Mayor, City of Detroit

Canadian Government

Privy Council Office
Solicitor General
Department of External Affairs
Transport Canada
Department of National Defense
Emergency Preparedness Canada
Ministry of Justice
Royal Canadian Mounted Police
Canadian Security Intelligence Service
Canadian Coast Guard
Special Threat Assessment Group
Minister Responsible for Emergency Planning
Ministry of National Health and Welfare
Ministry of Agriculture
Ministry of the Environment

Provincial and Local Governments

Office of the Governor, Province of Ontario

Office of the Attorney General, Province of Ontario

Ontario Provincial Police

Emergency Management Officials, Province of Ontario

Public Affairs Officials, Province of Ontario

Emergency Medical Services Officials, Province of Ontario

Environmental Affairs Officials, Province of Ontario

Public Health Officials, Province of Ontario

Office of the Mayor, City of Windsor.

REMAINING PROBLEM AREAS

- SECURE COMMUNICATIONS CONNECTIVITY
- DEVELOPMENT OF STRUCTURE FOR COORDINATED PRESS
STRATEGY, NEGOTIATING STRATEGIES
- PROCEDURES TO ENHANCE FLOW OF INTELLIGENCE DATA
- UTILIZATION OF LIAISON OFFICERS
- CONFLICTING AUTHORITIES OF US AGENCIES INVOLVED
IN CONSEQUENCE MANAGEMENT
- ROLES TO BE PLAYED BY NSC AND DPC

NEEDS:

- NSC/DPC DECISION ON JURISDICTIONAL DISPUTE AMONG FEMA, EPA,
AND USCG
 - NSC/DPC DECISION ON NATURE AND LEVEL OF PLAY WHICH IT WILL
COMMIT FOR TB III.
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