

**The original documents are located in Box 45, folder “Staff - Coordination between East Wing and West Wing” of the Betty Ford: White House Papers at the Gerald R. Ford Presidential Library.**

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THE WHITE HOUSE

WASHINGTON

January 23, 1975

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: DICK CHENEY  
VIA: JIM CONNOR *JK*  
FROM: TERRY O'DONNELLI *TD*  
SUBJECT: West Wing - East Wing  
Coordination

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I don't purport to be an expert on White House organization, but I've done some research and perhaps the attached will be helpful.

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TAB B is a draft summary memo from Don Rumsfeld to the President that might be used to secure the President's concurrence.





January 22, 1975

WEST WING-EAST WING COORDINATION

INTRODUCTION

A continuing problem in White House staff organization is finding a mechanism to insure adequate communication and coordination between the President's staff and the First Lady's staff. Unfortunately, the terms "West Wing" and "East Wing" are too often perceived to connote two separate operating entities, similar in their relationship to two independent states or principalities. In the past, attempts at "coordination" by the West Wing have been misinterpreted by the East Wing as "meddling" in their affairs. At times this attitude on the part of the East Wing has heightened sensitivities and has bred an atmosphere that ultimately undermines communication between the two staffs.

Conceptually, there is no question that frequent and close coordination between the two staffs is in the President's best interest and, indeed, absolutely necessary for a smooth-running White House. This will become even more evident as we approach the 1976 campaign, for Mrs. Ford's schedule, activities and statements (whether made in person or through her correspondence or staff) will be subject to critical review by the political opposition and by the media, and will thus take on far greater significance.

No one suggests that the goal of coordination between the two staffs is to have Mrs. Ford or the First Family parrot the President. Indeed, the President has often stated that they have their own viewpoints and frequently disagree. Nor is it necessary for the West Wing to oversee everything the East Wing does. It is clear, however, that on major Administration policy decisions, particularly in the field of international affairs, it would be harmful to have a situation where a lack of communication results in inconsistent statements or actions from the two staffs. For instance, it would not be proper for Mrs. Ford to participate in an international event (i. e. visit a Chinese art exhibit), dedicate a hospital, or participate in a substantive domestic event without first checking with the National Security Council, the Domestic Council or the President's legal staff to insure that her participation is warranted and correct. The question then becomes "What is the best way to insure this type of dialogue?"

BACKGROUND

Traditionally, judging from my inquiries, several attempts have been made to enhance the coordination between the two staffs. These efforts have generally taken one of three tacks: (1) Designation of a West Wing liaison man for East Wing affairs; (2) Appointment and physical movement of a West Wing man to the East Wing to head up or coordinate East Wing affairs; (3) Reliance on West Wing-East Wing counterparts to conduct their own coordination and communication at individual working levels.

The first method, designating a West Wing liaison man for East Wing affairs, has not proven successful. This approach is wrong for two reasons: (1) It places too much of a burden on the liaison man as he cannot be expected to adequately assimilate and distribute all the information relating to the two staffs. It stimulates the idea of two independent staffs, thus moving the two apart rather than bringing them together. Furthermore, it inhibits communication at the working level because of the existence of a "proper channel" for communication (i. e. via the liaison man). This concept has been tried three times in the recent past (Chapin, Butterfield and Bull) and was proven inadequate in each instance.

A second method tried in the past is to physically move a man who is familiar with West Wing operations to the East Wing to be "staff coordinator". The theory here is that this man, through his experience and capability, can quickly facilitate communication and at the same time, assist in East Wing organization and efficiency. This approach is doomed to failure. He inevitably is distrusted by the women in the East Wing and looked upon as a "plant". Thus, his authority is undermined, his position ultimately degraded in the press, and his tenure is certain to be short. Brad Patterson, and to some extent, Ric Sardo, were placed in this position and both experiments failed.

The third method of coordination, one that is recommended by the writer, is to rely on what can best be described as the "counterpart system". This involves charging the individual office directors with the responsibility for daily communication and coordination with their East Wing counterparts. In fact, this system is working fairly well now, and could work even better provided the President and First Lady were to agree on this approach and so instruct their staffs.



### COUNTERPART SYSTEM

The East Wing should not be thought of as a separate working entity, but as an integral part of the White House staff. East Wing personnel are a part of the Administration and, more specifically, the White House Office. They appear on the President's White House payroll and are ultimately accountable to the President. The creation of an atmosphere of assimilation rather than separation will go a long way toward solving the problems of cooperation between the two staffs.

A system relying on communication between counterparts at the operational level should help accomplish this objective. The system would work in the following manner:

Press Relations - Ron Nessen now includes Shelia Weidenfeld in his daily Press staff meeting which serves as the primary means of exchanging ideas and information between the East Wing Press staff and the West Wing Press staff. Basically, cooperation between the two staffs is good. There have been few "surprises" or serious mistakes as a result of a lack of communication. Administratively, Nessen is better situated than anyone else to keep track of developments in the East Wing press area. There are, of course, slip-ups from time to time, such as the recent release of a photograph by the East Wing to a specific wire service which contradicts the Nessen policy of fairness and equal treatment to all the wires. This and other problems have been resolved on an amicable basis as they occur, and prospects are good for the future.

Schedule Planning and Implementation - Susan Porter, the First Lady's scheduler, sits in on Warren Rustand's weekly schedule meeting, and receives copies of the long-range planning calendar and the President's schedule grids. She consults frequently with Cavaney and O'Donnell regarding implementation of the schedule where the First Lady is involved. There appears to be no coordination problems at this time regarding schedule planning or implementation.

Administration - In terms of office space, personnel, salaries, telephone service, decorations and other administrative matters, all requests from the East Wing must go through the Jones/Hoopes operation for approval. The Staff Secretary's office has complete control of the resources necessary to fulfill these requests, and there is no problem here since the East Wing, by necessity, must go through channels to accomplish their objectives.



Correspondence - The First Lady has her own correspondence staff which handles her mail. If it is necessary to discuss Administration policy, either domestic or international, Marba Perrot who heads the East Wing letter-writing section, contacts Roland Elliott's office, who in turn staffs the letter out to the appropriate office for response.

Speeches - Mrs. Ford and the First Family have not given many speeches, but Paul Theis' office should provide speeches when required. If Mrs. Ford wants to have one of her own staff write the speech, it should certainly be cleared through Paul Theis' office who can in turn clear the matter with other staff offices as he does with Presidential speeches.

Mike Farrell's Office - Mike Farrell's office reports to the Jones/Hoopes' operation and works well with O'Donnell on in-house Presidential events. There is no problem here.

Military Aides - Military Aides report to General Lawson who, as an Assistant to the President, reports to Don Rumsfeld. As a practical matter, the Aides take their cue on the road from Cavaney and in the Residence from O'Donnell, with the exception of White House social events where they take this guidance from Nancy Lammerding and the Social Office. The problems that existed in this area have, for the most part, been resolved and there are no significant difficulties at the present time.

Social Events - Nancy Lammerding of the Social Office cannot schedule any social event involving the President without first clearing it through the West Wing schedule office. Once the event is approved, she works with Mrs. Ford to line up entertainment and to draw up a guest list which is eventually approved by Mrs. Ford and then the President. So far as the mechanics of an event involving the President are concerned, she works with O'Donnell (i. e. whether or not a podium is necessary, etc.). With respect to press coverage of a social event, she works with Shelia who works with our Press Office.

While there were some problems concerning Nancy's responsibilities in Martinique, I believe these have been resolved.



Advance Office - The Presidential Advance Office provides the East Wing with First Family advance support, specifically Peter Sorum. Joint meetings between the Advance Office and the East Wing have resulted in a "direct access" working relationship between Pete and the various personnel of the East Wing. To date, this relationship has proven successful, and it is hoped that such an arrangement will be allowed to exist in the future.

Presently, the only pitfall would be an extensive travel schedule undertaken by the First Lady and the First Family; which would strain our resources of trained volunteer advancements.

Escape Valve - Obviously, counterparts will not always see eye to eye. When a strong disagreement exists, there should be an outlet for appeal. This outlet probably should be the Rumsfeld office. As staff coordinator, the Rumsfeld office is in the best position to resolve the problem without resorting to the President or Mrs. Ford. The object, of course, is to attempt to resolve conflicts at the staff level.

#### SUMMARY

As a practical matter, the counterpart system is the only sensible way to conduct and coordinate the affairs between the East Wing and the West Wing. There are too many areas involving too many people to attempt to funnel them through one liaison man. Given the existing personalities in the East Wing, any attempt to layer in another man from the West Wing to coordinate East Wing activities is doomed to failure.

#### ACTION STEPS REQUIRED

- (1) Obtain approval from President on counterpart coordination concept.
- (2) President advises Mrs. Ford.
- (3) Mrs. Ford briefs her staff.
- (4) Don Rumsfeld briefs appropriate members of the President's staff.



*B*



THE WHITE HOUSE

WASHINGTON

January 23, 1975

MEMORANDUM FOR THE PRESIDENT

FROM: DON RUMSFELD

SUBJECT: West Wing - East Wing Coordination

Closer coordination between the East Wing and West Wing is required to facilitate the smooth operation of the White House. The extent of this cooperation will take on even greater significance as we approach the campaign of 1976.

It is clearly neither necessary nor desirable for the West Wing to oversee and approve everything that goes on in the East Wing. Nevertheless, there must be extensive and amicable communication between the two wings - the right hand must know what the left hand is doing.

From a conceptual standpoint, the best way to improve the situation is to look upon the East Wing as an integral part of the White House staff rather than as a separate operating entity - to generate an attitude of cooperation rather than independence between the two staffs.

With this objective in mind, two approaches used in the past are inadequate for the reasons stated: (1) Creation of a "West Wing Liaison Man" to deal with the East Wing. This overburdens the designated man, fails to bring the two staffs together, and ultimately inhibits communication. (2) Designation of a West Wing man as East Wing staff coordinator. This approach is doomed to failure because it does not take into account the personalities involved.

The best method to insure effective and constant communication between the staffs is to rely on a "counterpart system" of communication and make it clear to all that this is what you and Mrs. Ford want - a policy of close coordination and cooperation between counterparts on both sides.

To some extent, this is already in place. Some of the individual staff offices now communicate effectively with their counterparts in the other wing. Shelia Weidenfeld attends Nessen's daily press staff meetings, Susan Porter attends Rustand's schedule meetings, etc. By insisting on counterpart communication as the rule at the working/operational levels, we can expect far better coordination between the two wings and a more effective staff system.

Infrequent disagreements that may arise could be brought to the attention of my office to resolve.

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*Could be closed*

*1 meeting with Ron & a staff meeting*

*more professional  
less amateur*

*who does Shelia go to (Ron no longer) transportation - event*

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FEB 19 1975

7

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FROM: JERRY JONES *JJ*  
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You asked me to review Terry O'Donnell's memorandum. I have reviewed it and I agree with you. The only way to handle this is through counterpart communication. However, I have observed in the past that the First Lady has a very strong impact on whether the staffs work well together. Mrs. Nixon tended to feel that the West Wing was always taking advantage of her staff and any real or imagined slight, or even argument between a West Wing and East Wing staff member, would be taken to Mrs. Nixon and she would often bring it up to the President in the evenings. Inevitably the West Wing would be rolled on the issue, irregardless of whether or not we were right or wrong. Thus, it is essential that Mrs. Ford not adopt Mrs. Nixon's attitude. This needs to be impressed on both her and the President or else petty arguments will continuously be elevated to their level to resolve. If she will force the staffs to work together rather than automatically defend her staff, right or wrong, the counterpart recommendation Terry made is just fine.

*Will do  
how what you are  
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## STAFF PROCEDURES

1. Certain staff procedures have been put into affect which are considered to be consistent with Mrs. Ford's desires and style of operating. These procedures are designed to give her continued accessibility to her staff on a control basis, permitting a more centralized control of her schedule and time, and ensuring that her energies and time are not eroded by problems of lesser significance.
2. Key among the procedures which have been instituted and designed to accomplish the foregoing objectives are the following:

- a. Weekly Staff Meetings

- (1) The weekly staff meeting, usually held on Monday afternoon and presided over by Mrs. Ford, consists of the Social Secretary, Press Secretary, Appointments Secretary, Director of Correspondence, Chief Usher, Head of the Visitor's Office, Mrs. Howe, and a recording secretary. At this meeting Mrs. Ford's schedule for the next two weeks is intensively reviewed event-by-event, and details attendant to those events are coordinated. Following that schedule review a "round robin" takes place which permits each staff member to surface problems and questions in their area requiring Mrs. Ford's decision or guidance.

- (2) These meetings have been highly successful in ensuring that everyone is aware of Mrs. Ford's desires and that all staff members



are generally aware of events and responsibilities relative to these events.

(3) I would recommend that these weekly staff meetings be continued and that Mrs. Howe be responsible for informing and coordinating preparations for these staff meetings.

b. Central Appointments Log

(1) A Central Appointments Log has been instituted in Mrs. Howe's office as the controlling document for all of Mrs. Ford's appointments and scheduling commitments. This log permits Mrs. Howe to assess Mrs. Ford's schedule on a daily basis and make whatever adjustments are necessary. Recommendations for commitments forwarded to Mrs. Ford from the Appointments Secretary and approved by Mrs. Ford are posted to the log. In addition, Mrs. Ford's personal commitments in terms of schedule are posted as well. Any additional requests by the staff for commitments by Mrs. Ford which would affect her schedule are forwarded to Mrs. Howe's office by memorandum and, upon approval by Mrs. Ford or Mrs. Howe, are posted to the Central Appointments Log.

(2) It is recommended that the Central Appointments Log be maintained under the control of Mrs. Howe as a means of ensuring that Mrs. Ford's time is controlled in terms of her desires <sup>so</sup> that proper allocation is made to those members of her staff and events which require her attention.



c. Advancing Operations

(1) We have experimented with a number of different types of advancing operations for Mrs. Ford. She has indicated a desire to have all of her out-of-town appearances handled by Bill Henkel's advancing office where possible. This would not preclude, however, using personnel from Helen Smith's Press Office to supplement Bill Henkel's advancements for press advancing purposes. So far as in-town advances are concerned, Mrs. Ford in general accepts the idea of advancing being done out of her Press Office, except in those particularly sensitive appearances, such as the Greek ribbon-cutting ceremony, where Bill Henkel's shop might be the better choice.

(2) I would recommend that the advancing operations developed and described above, which Mrs. Ford appears to be quite satisfied with, be continued; that all out-of-town advances be handled by Bill Henkel, supplemented on the press advancing side by her Press Office; that in-town advancing be evaluated on an individual basis with advancing being done either by Bill Henkel's shop or Mrs. Ford's Press Office.

d. Mrs. Ford's Speeches/Remarks. I would recommend that the initial drafts of Mrs. Ford's speeches/remarks be prepared by the East Wing Press Office. I would recommend, however, that--as a regular procedure--these speeches/remarks be coordinated through



Paul Theis' office so that in any area involving possible impact on the Administration's policy or the President's prior pronouncements, the speeches/remarks be further coordinated through the agency having responsibility for that area; i. e., Domestic Council, NSC, etc.

e. Coordination of President's and First Lady's Schedule

(1) A procedure has been instituted whereby Mrs. Ford's Appointments Secretary acts as liaison with Warren Rustand in coordinating the schedules of the President and First Lady. This procedure should be continued to ensure that any potential conflicts are avoided and to further ensure that early decisions can be made on the desirability of <sup>joint</sup> ~~both~~ or separate appearances by the President and First Lady. It is important to pinpoint as early as possible those appearances by the President which will involve the First Lady in order to prevent a conflicting schedule commitment on her part.

(2) The President's monthly commitments are received by Mrs. Ford's Appointments Secretary, and a copy is maintained as an adjunct to Mrs. Ford's Central Appointments Log. Questions raised by Mrs. Ford's Appointments Secretary concerning her joint appearances with the President are resolved with Mrs. Ford through Mrs. Howe.



\*

## Susan Porters Procedures -

She has a calendar for you for the whole year (1976) and for the President. She works very closely with the Presidents Scheduling office and knows what he has in mind for the whole year. This avoids conflicts with your schedule. Generally most things are not firmed up until 2-3 weeks before the event unless there are special cases (they need to put out a bulletin etc.) where they need to know. For instance the Feb. 12 Heart Assn. will be firmed up the last week of January, etc.



reduced slightly in the future, but would strongly recommend that this be done through appropriate review when normal attrition takes place.

(2) In terms of Lucy Winchester's immediate office, both the Social Secretary and her two assistants are kept busy full-time in terms of the many social events of the White House. I would not recommend any decrease in the two assistants presently assigned.

(3) In terms of overall functioning, the Social Office is perhaps one of the most efficient of those staff elements on Mrs. Ford's personal staff.

b. Press Office. The Press Office is presently headed by Helen Smith and consists of the personnel outlined in the appended chart.

(1) The Press Office consists of the Press Secretary, her assistant, and one secretary. This office is presently charged with the preparation of initial drafts of remarks which Mrs. Ford may make during attendance at any specific event. In addition, this office has in the past done most of the advancing for the First Lady. Under present procedures, the advancing functions of this office have been cutback to local advancing only and press advancing on out-of-town trips by Mrs. Ford.

(2) I would recommend that this office remain structured as it is in terms of total number of personnel. I would further recommend



that this office retain the responsibility for initial drafts of Mrs. Ford's speeches/remarks in close coordination, however, with appropriate staff elements in the West Wing as required. I would recommend that this office retain the responsibility for all press advancing for Mrs. Ford as well as the capability for overall advancing of the local events where required and directed. My recommendations on advancing operations for Mrs. Ford are contained in the procedures portion of this report.

(3) The existing secretary to the Press Secretary is presently operating as something more than that. I would recommend that as the situation permits, a secretary be hired, with appropriate skills, whose functions would be primarily secretarial support, assisting where necessary in other functions of the office as well.

c. Appointments Office. The Appointments office is presently headed by Susan Rorter and consists of the personnel outlined in the appended chart.

(1) The Appointments Office consists of the Appointments Secretary and one secretary. The office, as structured, is adequate to meet the requirements.

(2) A key consideration in the Appointments Office is the relationship between the Appointments Secretary and Mrs. Howe as the Personal Assistant to Mrs. Ford. Given Mrs. Howe's responsibility for Mrs. Ford's daily schedule I would recommend



c. Advancing Operations

(1) We have experimented with a number of different types of advancing operations for Mrs. Ford. She has indicated a desire to have all of her out-of-town appearances handled by Bill Hinkel's advancing office where possible. This would not preclude, however, using personnel from Helen Smith's Press Office to supplement Bill Hinkel's advancement for press advancing purposes. So far as in-town advances are concerned, Mrs. Ford in general accepts the idea of advancing being done out of her Press Office, except in those particularly sensitive appearances, such as the Greek ribbon-cutting ceremony, where Bill Hinkel's shop might be the better choice.

(2) I would recommend that the advancing operations developed and described above, which Mrs. Ford appears to be quite satisfied with, be continued; that all out-of-town advances be handled by Bill Hinkel, supplemented on the press advancing side by her Press Office; that in-town advancing be evaluated on an individual basis with advancing being done either by Bill Hinkel's shop or Mrs. Ford's Press Office.

d. Mrs. Ford's Speeches/Remarks. I would recommend that the initial drafts of Mrs. Ford's speeches/remarks be prepared by the East Wing Press Office. I would recommend, however, that--as a regular procedure--these speeches/remarks be coordinated through



O.K.

Paul Theis' office so that in any area involving possible impact on the Administration's policy or the President's prior pronouncements, the speeches/remarks be further coordinated through the agency having responsibility for that area; i. e., Domestic Council, NSC, etc.

e. Coordination of President's and First Lady's Schedule

(1) A procedure has been instituted whereby Mrs. Ford's Appointments Secretary acts as liaison with Warren Rustand in coordinating the schedules of the President and First Lady. This procedure should be continued to ensure that any potential conflicts are avoided and to further ensure that early decisions can be made on the desirability of <sup>joint</sup> ~~both~~ or separate appearances by the President and First Lady. It is important to pinpoint as early as possible those appearances by the President which will involve the First Lady in order to prevent a conflicting schedule commitment on her part.

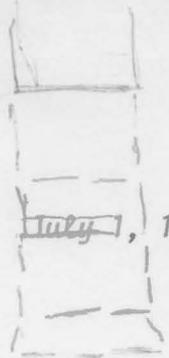
(2) The President's monthly commitments are received by Mrs. Ford's Appointments Secretary, and a copy is maintained as an adjunct to Mrs. Ford's Central Appointments Log. Questions raised by Mrs. Ford's Appointments Secretary concerning her joint appearances with the President are resolved with Mrs. Ford through Mrs. Howe.



27

485

12 people on  
15 A



July, 1975

Mrs. Ford,

According to Ron Jackson, the breakdown of Staff Mess membership is as follows:

Group 1 (11:30-1:00 pm)

Heads of offices (such as Max Friedersdorf, Alan Greenspan, etc.)

Special Assistants

Deputy Special Assistants

Group 2 (1 - 2:30 pm)

Senior Staff

Assistants to the President

Deputy Assistants to the President

Counsellors

*congratulated*  
 Emmy Award winner  
 10 years - good track  
 T.V.  
 (Ron Nessen) Why doesn't my  
 senior staff has  
 same priviledges  
 Ron's briefing 11 <sup>36</sup> -

*transmission for  
 Press chief for 1st party*

*1200 100 - 130  
 Rest*

F.V.I. The West Wing secretaries are allowed to use the carry-out service from the staff mess. This is not applicable to the East Wing secretaries because they are told they are not allowed to carry food through the mansion. There is, however, an outside entrance between the East Wing and the West Wing which could be used.

Comment - "East Wing - Toy Factory"

*M*

*[Handwritten signature]*



THE WHITE HOUSE  
Washington

WHITE HOUSE STAFF MESS REGULATIONS

The White House Staff Mess provides meal service as a convenience for designated key personnel whose duties require that they be available in the vicinity of the White House offices.

Limitations of space and the size and makeup of the membership make it necessary to divide the membership list into three groups: Group I, Group II and Honorary, and to make specific regulations for each group. The group to which you belong is indicated on your membership notice.

The meal hours for the Mess, Monday through Saturday, are as follows:

Breakfast - 7:00 to 9:00 a. m. for members of all groups  
Lunch - Group I: 11:30 a. m. to 1:00 p. m.  
Group II and Honorary: 1:00 p. m. to 2:30 p. m.

The Mess is normally closed on Sundays and holidays.

Billing

During the first week of each month, a bill will be sent to your office for the previous month's charges. Payment should be by personal check, payable to the White House Staff Mess, and forwarded to the White House Staff Mess. PLEASE DO NOT SEND CASH.

An audit will be made on the 15th of each month, to identify any bills still outstanding. Any member who is behind two months in his payments, including the bill just rendered, will be sent a written reminder. Any member who is three months overdue, including the bill just rendered, will have his Mess privileges revoked. Members having lost their privileges through non-payment of bills may have those privileges restored by paying their account in full, plus a twenty-five dollar (\$25.00) re-instatement fee. The membership will be restored on the first of the month following the date payment is received.



### Group I Members

Group I members are requested to arrive for luncheon not later than 12:30 p. m. to ensure completion of the meal prior to 1:00 p. m. It is essential that the Group I time limit be observed. Continued disregard of this limitation will result in loss of Mess privileges.

### Group II and Honorary Members

The period from 1:00 to 2:30 p. m. is reserved for Group II and Honorary members. While Group II and Honorary members without guests may eat at any time that the Mess is open, they are strongly encouraged to eat during their reserved period. Group II members may invite Group I members to eat with them during the period from 1:00 to 2:30 p. m.

### Guest Privileges

Mess members may bring guests to the Mess if prior reservations have been made. Reservations may be made by calling the Staff Mess through either the Signal or Administrative boards. If there are no tables available at the time requested, and if your schedule permits, the Dining Room Chief Steward will take your name on a stand-by basis and call you when a table is available. It will be extremely helpful to fellow Mess members, and assure maximum use of Staff Mess facilities, if members call and cancel reservations promptly when meal plans have changed or a table reservation is no longer required. Members may make reservations for up to two (2) guests. Exceptions to this limitation must be approved by the Office of the Military Assistant. Members may not bring as guests a person on the White House Staff who is not a member of the Mess.

One of the purposes of the Mess is to provide a pleasant atmosphere in which working conversations can take place. Since guests may be in a position to overhear conversations which should not be public knowledge, members are urged to use discretion in inviting guests to the Mess. For this reason, members of the press may not be brought to the Staff Mess.

### Miscellaneous

Parties will be given separate tables whenever possible; but, at times when there are many members and guests, it may be necessary to ask parties of 2 to share a table for 4. The large round table and the first two small tables are reserved for members without guests; but, when



these tables are full, members may sit at any unreserved table. Members with guests should not sit at the Staff tables. The reserved tables are for those members who have requested guest reservations.

There may be occasions when personnel of the Mess are needed to perform functions elsewhere. In such cases, service in the Mess must be curtailed and it may not be possible to accommodate guests. Should this happen, those having reservations for guests will be so advised, in order that they may seek service elsewhere. Service to members will be available, but may not be as rapid during a period of reduced staffing.

The Mess does not have sufficient personnel to provide room service, other than for those so designated by separate memorandum. Exceptions to this rule can only be made on an individual basis by the Office of the Military Assistant.

Coffee is normally available for pickup in the Mess between the hours of 7:00 a. m. and 9:00 a. m. Charges for coffee will be included in your monthly Mess bill.

With your cooperation, we hope to provide members of the White House Staff Mess with excellent food and fine service, in a pleasant atmosphere and convenient location. Any suggestions which will help us improve the service are sincerely welcomed.

