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MEMORANDUM

OFFICE OF THE VICE PRESIDENT  
WASHINGTON

November 17, 1976

MEMORANDUM FOR: JOHN O. MARSH, JR.  
FROM: SUSAN HERTER SCH  
SUBJECT: Transition Report

I have today delivered into the hands of Senator Mondale's staff (Michael Berman on behalf of Richard Moe), the attached two volume report on our structure, operations, and procedures during the past two years in the Office of the Vice President.

Earlier in the week I gave Dick Moe the attached memorandum indicating which staff members hope to be considered for continued service in the Office of the Vice President.

In addition, I wrote Mrs. Mondale about a number of housekeeping details in connection with The Vice President's House (formerly Admiral's House).

As soon as Richard Moe returns from Plains, and Mike Berman has digested the two volume handbook, we will be meeting again. I will keep you informed of progress.

If you have no need for these volumes, we could use them here. However, if you want to keep them, please do so.

Unless you have an objection, we would like to accede to Dick Moe's request that they be allowed to use our Dirksen Senate Office Building space.



November 15, 1976

MEMORANDUM FOR: DICK MOE  
FROM : SUSAN C. HERTER

Attached (at TAB A) is a list of people in the Vice President's Office who have specifically requested that they be considered by the Vice President-elect to stay on during his term in office. The list is broken down by our operational divisions.

A self-explanatory memorandum and list of detailees in the Military Aide's Office who have requested to stay on in their positions is attached at TAB B.

A folder containing resumes for all but the Military detailees (since I do not have these in my office) is attached at TAB C.

Attachments

SH;ab  
CC: SH/CF



ADMINISTRATIVE OFFICE OF THE VICE PRESIDENT

Frank Townsend	Staff Assistant for Office Services
Catherine DeRoever	Chief, Correspondence Analyst
Thomas Gorham	Mail Clerk
Ramona Grant	Correspondence Assistant
Phillip Magee	Mail Clerk/Messenger
John McInnis	Mail Clerk/Messenger
Julie Mitchell	Correspondence Assistant
Eugenia Mozley	Chief, Central Files
Sharron Opdycke	Correspondence Analyst
Donna Puhala	Central Files Assistant
Karen Sylvestre	Chief, Correspondence Assistant
Andrew Taylor, Jr.	Driver
James Barrow	Assistant for Supplies/ Reproduction



EXECUTIVE SECRETARIAT - OFFICE OF THE VICE PRESIDENT

Elizabeth Haran	Secretary
Christine Zarkowsky	Secretary
Amy Barden	Secretary
Donna Blume	Receptionist



OFFICE OF COUNSEL TO THE VICE PRESIDENT

Mary Ann Shaw

Secretary



OFFICE OF COUNSELLOR TO THE VICE PRESIDENT

Freda Spencer

Secretary



PRESS OFFICE - OFFICE OF THE VICE PRESIDENT

Kay Ballard

Secretary

Jack Kightlinger

Vice President's Photographer





OFFICE OF EXECUTIVE EDITOR TO THE VICE PRESIDENT

Deborah Sue McPherson

Secretary



OFFICE OF SPECIAL ASSISTANT TO THE VICE PRESIDENT

Diane Jones

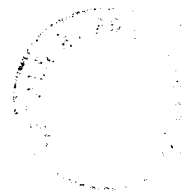
Secretary

ADVANCE OFFICE OF THE VICE PRESIDENT

Ann Elizabeth Schwab \*

Advance Woman

\* She has never been a member of the staff - she was a volunteer advance person initially, and then put on the staff of the RNC, detailed to us during the campaign. She would like to stay with the Vice President-elect.



OFFICE OF THE VICE PRESIDENT  
WASHINGTON

INFORMATION

Memo No. 1512-76  
November 8, 1976

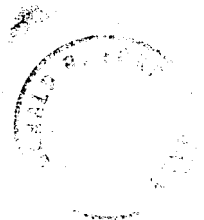
FOR: SUSAN HERTER  
FROM: Jon Howen  
SUBJECT: Transition - DOD Detailees

As you know, the people in my office or under my administrative control are paid by DOD and thus fall into a special category.

Unless Vice President-elect Mondale changes the functions and responsibilities of the office radically, I would recommend that he hold on to the majority of the incumbents. Technically, there are several open positions in this office which I have never filled.

Attached is a list of detailees and their desires. Defense will be ready to nominate candidates to replace those being transferred if Senator Mondale desires a similar setup. His staff should screen the candidates and select replacements.

cc: Frank Pagnotta



<u>POSITION</u>	<u>NAME</u>	<u>LEVEL</u>	<u>DESIRE</u>
Assistant for National Security Affairs and Military Assistant	Jonathan T. Howe	Capt, USN	Transfer
Military Aide	Thomas W. Williams	Major, USAF	Transfer
Staff Assistant	Ralph E. Martin	GS-14	Remain
Administrative Assistant	Richard Williams	YNCS (SS), USN	Transfer (Feb)
Current Intelligence and Classified Material Control	John H. Owens	MSGT, USAF	Remain
Secretary	Sue Cockrell	GS-10	Remain
Secretary	Teresa A. Lauziere	GS-8	Remain
Driver	Harold Lesesne	MSGT, USAF	Remain
Driver*	Ulysses A. Owens	MSGT, USAF	Remain
Driver*	William M. Moore	TSgt, USAF	Remain
Driver*	Ronald R. Hylton	SSgt, USAF	Remain
Steward**	Elias I. Rodriguez	MSCS(SS), USN	Remain
Steward**	Alfredo M. Calara	MS1, USN	Retiring
Steward	Manuel B. Sapinosa	MS1, USN	Remain
Steward**	Romeo C. Cruz	MS1, USN	Remain
Steward**	Emilio E. Edora	MS2, USN	Remain

\* Under operational supervision of the Assistant for Administration

\*\* Official Residence





OFFICE OF THE VICE PRESIDENT  
WASHINGTON

November 18, 1976

MEMORANDUM FOR: Richard Moe

FROM : Susan C. Herter (456-2143)  
Chief of Staff

SUBJECT : Detailed Descriptions of, and Procedures  
for, the Operation of the Office of the  
Vice President during the Incumbency of  
Nelson A. Rockefeller

In preparing for the transition, I have asked the current staff to put together this collection of descriptions of and procedures for the operation of the Office of the Vice President. I hope that it will provide background for further and more detailed discussions between our staffs in the coming weeks as well as answer in advance some of the many questions you may have regarding the day-to-day workings of the Office. (In this sense, this memo supplements the Vice President's personal memo of November 4 to the President-elect and Vice President-elect stating his "Observations on the Relationship between the President and the Vice President.")

All of us on the Vice President's staff will be delighted to answer any questions which may arise from your reading of this memo or from anything else that happens between now and January 20. The Vice President has designated me as his "transition officer," and I would appreciate it if, for convenience, all such questions would come through me.



CONTENTS

At Tab

1	Roster and Organization Chart
	<u>Description of the work of the</u>
2	Chief of Staff
3	Vice President's Secretariat
4	Assistant to the Vice President and Press Secretary
5	Counsellor to the Vice President Governor Raymond P. Shafer
6	Counsellor to the Vice President John G. Veneman
7	Counsel
8	Advance Office
9	Administrative Assistant to the President of the Senate
10	National Security Affairs and Military Assistant
11	Administrative Office
12	Vice President's House
13	Special Assistant to the Vice President for Minority Affairs
14	Special Assistant to the Vice President for Labor Affairs
15	White House Fellow and Special Assistant to the Vice President



APPENDICES:

- A - General Information and Procedures Regarding the Office of the Vice President (10/30/75)
- B - Correspondence
- C - Selected additional current procedural memoranda are contained in "VP OFFICE: Descriptions and Procedures Book II"
  - File Manual (1974)
  - Fire Alarm System (July 3, 1975)
  - Standards of Conduct/Confidential Statement of Employment and Financial Interests (July 9, 1975)
  - Restrictions on Political Participation by Employees of the Vice President's Office (July 14, 1975)
  - Security Procedures (November 4, 1975)
  - Procedures in case of Riot or Disorder Enroute (February 11, 1976)
  - Control and Reduction of Official Travel Costs (March 3, 1976)
  - Federal Travel Allowances and Preparation of Necessary Travel Forms (March 3, 1976)
  - Absences from the Office of the Vice President (Annual Leave, Sick Leave and Compensatory Time) (March 3, 1976)
  - Transportation (March 19, 1976)
  - Guests on the Vice President's Airplane (March 24, 1976)
  - Use of Burn Bags for Classified Material (May 18, 1976)
  - Minimum Ground Time Requirements (June 1, 1976)





- Thank-You Letters (June 22, 1976)
- Vice Presidential Gifts Received on Trips (July 23, 1976)
- Service Academy Nominations by the Vice President (Vice President's Military Office Operating Procedure 1-76) (October 12, 1976)
- Correspondence Analysis, 22 July 1975 - 31 July, 1976) (included as a sample)







OFFICE OF THE VICE PRESIDENT  
WASHINGTON

November 18, 1976

THE VICE PRESIDENT'S STAFF

CHIEF OF STAFF

Susan C. Herter

The Vice President's Secretariat

Assistant to the Vice President

G. R. Allison

Personal Secretary to the Vice  
President

Kathleen M. Huldrum

Scheduling Secretary to the  
Vice President

Nancy J. Towell

Staff Assistant

Megan Marshack

Secretary

Amy Barden

Secretary

Elizabeth M. Haran

Secretary

Jane C. Orr

Secretary

Christine L. Zarkowsky

Secretary

Adella V. Bulczynski

Receptionist

Donna L. Blume

Assistant to the Vice President  
and Press Secretary

Hugh Morrow

Deputy Press Secretary

John H. Mulliken, Jr.

Executive Editor to the Vice  
President

Joseph E. Persico

Deputy Assistant Press  
Secretary

Shirley K. Browne



SUBJECT: Vice Presidential Staff

Vice President's Photographer

Research Assistant

Staff Assistant

Secretary

Secretary

Counsellor to the Vice President

Staff Assistant

Secretary

Counsellor to the Vice President

Special Assistant

Secretary

Secretary

Counsel to the Vice President

Secretary

Assistant to the Vice President  
for Special Events (Advance Office)

Deputy Assistant to the Vice  
President for Special Events

Assistant to the Deputy  
Assistant for Special Events

Staff Assistant

Secretary

Administrative Assistant to  
the President of the Senate

Secretary

Secretary

Jack E. Kightlinger

Berna Gorenstein

Margaret J. Hughes

Kay Ballard

Deborah Sue McPherson

Raymond P. Shafer

Mark C. Morse

Freda H. Spencer

John G. Veneman

Grady E. Means

Catherine A. Osius

Margaret Gill

Peter J. Wallison

Mary Ann Shaw

Joseph W. Canzeri

Howard Dixon

Roger J. Whyte

Elizabeth M. Maher

Mary E. McDonough

H. Spofford Canfield

Paige F. Wagers

Diane Bailey



Assistant to the Vice President  
for National Security Affairs  
and Military Assistant

Military Aide

Staff Assistant

Administrative Assistant

Classified Material Control

Secretary

Secretary

Driver

Assistant to the Vice President  
for Administration

Staff Assistant

Staff Assistant for Office  
Services

Staff Assistant for Budget/  
Accounting

Assistant for Supplies/  
Reproduction

Secretary

Chief, Correspondence Analyst

Correspondence Analyst

Correspondence Analyst

Chief, Correspondence Assistant

Correspondence Assistant

Correspondence Assistant

Chief, Central Files

Captain Jonathan T. Howe  
(USN)

Major Thomas W. Williams  
(USAF)

Ralph E. Martin

YNCS(SS) Richard Williams  
(USN)

M/Sgt. John H. Owens  
(USAF)

Sue Cockrell

Teresa A. Lauziere

M/Sgt. Harold Lesesne  
(USAF)

Frank R. Pagnotta

Carole J. Gorry

Frank A. Townsend

Richard E. King

James L. Barrow

Susan P. Gillikin

Catherine M. DeRoever

Vacant

Sharron S. Opdycke

Karen J. Sylvestre

Ramona E. Grant

Julie Mitchell

Eugenia L. Mozley



Correspondence Assistant

Rosilee Litz

Central Files Assistant

Donna L. Puhala

Mail Clerk

Thomas A. Gorham

Mail Clerk/Messenger

Phillip R. Magee

Mail Clerk/Messenger

John Y. McInnis

Driver

S/Sgt. Ronald R. Hylton  
(USAF)

Driver

T/Sgt. William M. Moore  
(USAF)

Driver

M/Sgt. Ulysses A. Owens  
(USAF)

Driver

Andrew B. Taylor, Jr.

Consultant to the Vice President

Robert F. Armao

Secretary

Kathleen A. Ley

Special Assistant to the  
Vice President

Thaddeus A. Garrett, Jr.

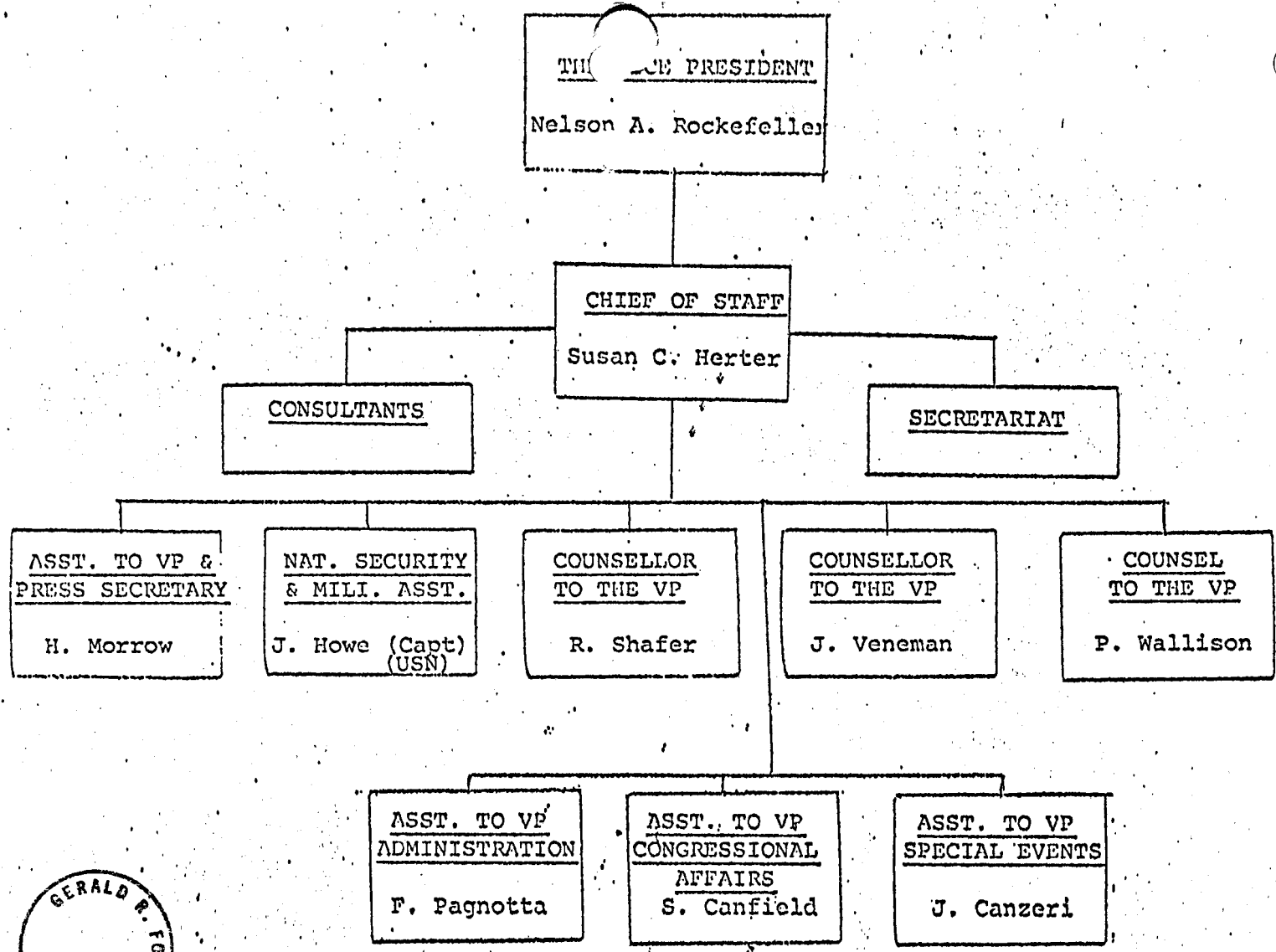
Secretary

Diane E. Jones

White House Fellow

Lynn Schenk





November 5, 1976





## CHIEF OF STAFF

The Chief of Staff plays dual roles of equal importance in the Vice President's Office. In one capacity, she has overall responsibilities for the operation of the Office; in the other, she is a general adviser to the Vice President.

In overseeing all the functions of the Office, the Chief of Staff acts as the chief executive officer. With the support of the Secretariat (see Tab 3 below), she seeks information and suggestions from various staff members, administers duties through top assistants in their respective areas of responsibility, and generally sets policies and guidelines for the Office.

The Chief of Staff is kept informed of all activities involving the Office, whether they be trips, meetings, correspondence or other communications to or from the Vice President by staff members or other offices or any other matters of significance.

The Chief of Staff attends the daily White House Staff meetings as the Vice President's representative and is the Vice President's personal liaison with members of the White House staff. She accompanies the Vice President on his trips in order to ensure a smooth flow of information and people to him, and to supervise his schedule.

The Chief of Staff also maintains close contact with the Special Agent in Charge, Vice Presidential Protective Division, U.S. Secret Service, in order to ensure a cooperative and harmonious relationship between the Secret Service agents assigned to the Vice President and the Vice President's staff. (Technically, the agents do not report to the Chief of Staff, because the Secret Service is a separate entity, responsible to the Secretary of the Treasury.)



3

## THE VICE PRESIDENT'S SECRETARIAT

The Vice President's Secretariat is located in two large rooms just outside the Vice President's private office in the Executive Office Building. It is presided over by the Chief of Staff (see Tab 2, above), and consists of an Assistant to the Vice President, Personal Secretary to the Vice President, Scheduling Secretary to the Vice President, Staff Assistant, 5 secretaries, and 1 receptionist. The Secretariat's purpose is to facilitate and control communications between the Vice President and his staff, and to, from, and within his office.

The Secretariat is responsible for coordinating the Vice President's schedule and the functioning of his office, specifically his

- Office appointments, including the preparation of briefing papers;
- Schedule of appointments and engagements outside his office, including schedule coordination with the Advance and Military Offices (see Tabs 8 and 10, below) and the preparation of briefing and background papers and of meeting-agenda;
- Telephone calls;
- Correspondence;
- Instructions to the staff;
- Reports from the staff;
- Representation of the Vice President at White House and other Presidential-level staff meetings;
  - Senior staff members;
  - Schedule Planning Group;
- Personal files.



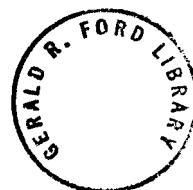
All material to be routed to and from the Vice President is cleared through the Secretariat, as is all staff material routed between the White House and the Vice President's office.

In addition, the Secretariat assists the Chief of Staff in overseeing the work of the staff of the Vice President.

Finally, the Secretariat oversees the handling of

- All correspondence to and from the office of the Vice President;
- All files and records, including gifts;
- All other office procedures.

For specific assignments in the Secretariat, see the Roster at Tab 1, above.



4

ASSISTANT TO THE VICE PRESIDENT  
AND PRESS SECRETARY

The Press Secretary is the liaison between the Vice President and the media and has overall responsibility for the Press Office. The Press Secretary also advises the Vice President on public relations. The Vice President is always accompanied by his Press Secretary whenever he appears at a public or press event. The main function of the Press Office, in turn, is to make available to the public information about the Vice President, his policies, his programs, and his general thoughts on issues.

INTERVIEWS

The press is constantly trying to arrange interviews with the Vice President, both in Washington and on the road. Major interviews are either print or electronic. Written interviews usually are set up for 30 minutes in the Vice President's office in the Old Executive Office Building, though they may be held in the Vice President's office on the Hill, on Air Force Two, or at the Vice President's residence.

Television and radio interviews, which are not held in a network studio or in the studios of the House or the Senate, usually work best when the crews are allowed to set up the equipment in a nearby office on the second floor of the Old Executive Office Building prior to the time of the interview. The Vice President can then just walk in, give his interview, and not have to wait for either the setting up or breaking down of equipment. The Secret Service approves of this procedure.

QUERY ANSWERS

Much time in the Press Office is taken up with answering phone or mail queries from press and public regarding what the Vice President really said or what the Vice President's position really is.



### TRIPS

The Press Office is a member of the scheduling group and arranges for the Vice President to appear at press conferences, and T.V. and radio interviews on established programs. Aside from conveying the Vice President's speeches on the road, Air Force Two usually carries from three to twelve press, including television crews. The Press Office is responsible for announcing the trips, making certain the travelling press are cleared and manifested with the Air Force and the Secret Service, and setting up in-air interviews between the travelling press and the Vice President. Moreover, the Press Office sees to the overall care of the press travelling with the Vice President.

### PHOTOGRAPHY

The Press Office is responsible for the Vice President's coverage by still photography. The White House assigns a photographer to the Vice President who accompanies the Vice President everywhere, as well as covering appointments in the Vice President's offices. The photographer is also responsible for providing photographs upon request. He works through the White House darkroom for all of his printing.

### SCHEDULES

The Press Office is responsible for putting out the Vice President's schedule to the city wires of AP and UPI for their calenders. It is also responsible for announcing the Vice President's trips on the same city wires. The schedule, of course, is made up by the scheduling office, but the assignment desks of the news bureaus around Washington make up their coverage of the Vice President from the daily wire calenders.

### SPEECHES

Under Vice President Rockefeller, speechwriting is a function of the Press Office. In terms of research and organization, these approaches have proved useful in the Rockefeller Vice Presidency.



1. Establish early contact with staffers by area of subject specialization (e.g., Domestic Council, OMB, NSC, White House Librarian, or White House Research Service), in order to obtain first drafts of speeches, suggested speech themes, other basic speech research, and to review speeches for accuracy and policy.
2. Establish contact with the chief researcher, press officer, and speechwriter in major Federal agencies.
3. Establish contact with the Congressional Research Service of the Library of Congress.

#### OTHER PRESS OFFICE FUNCTIONS

##### Stenographic Reporting

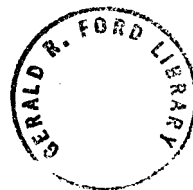
Because the Press Office is responsible for releasing and filing the Vice President's speeches, it must make certain the speeches are recorded at the point of delivery. Therefore, Vice President Rockefeller's Press Office provide a stenographer from the Reynolds Reporting Services to record all the Vice President's speeches, in Washington or on the road.

When it is not possible to use a stenographer -- at planeside, for example -- Vice President Rockefeller's press secretaries have carried small Sony tape recorders. The comments from the recorders are transcribed later in the office and filed for clarification and the record.

##### Press Releases

The Press Office is responsible for the preparation and distribution of all press releases. The distribution consists of the following: White House Press Office, National Press Club, Capitol Hill press galleries, and White House and EOB staff.

The releases include speeches and announcements. Files of all releases are maintained in the Press Office for further release upon request.





5



COUNSELLOR TO THE VICE PRESIDENT

Governor Raymond P. Shafer

Advisor to the Vice President. Coordinates intergovernmental relations in Executive, Legislative, and Judicial branches. Maintains direct and active liaison with Governors, Mayors, and local officials. Obtains input for domestic policy formulation.

Represents the Vice President at meetings with the President, the Cabinet, with senior White House Staff, with private interest groups, and with non-profit organizations.

Maintains direct communications with Republican Party officials. Serves as focal point for their input into Vice Presidential decisions on national policy matters.

General trouble shooter.



6

COUNSELLOR TO THE VICE PRESIDENT

John G. Veneman

The Counsellor serves as an advisor to the Vice President on domestic affairs, acts as liaison between the Vice President's Office and the Domestic Council, and participates in budget review between the Departments and Agencies and the Office of Management and Budget.

He also attends meetings of the Economic Policy Board on behalf of the Vice President. When the agenda includes domestic policy matters, he attends meetings of the President's Cabinet.

He assists the Vice President with Congressional activities that relate to domestic legislation, such as the Energy Independence Authority and General Revenue Sharing, and directs the preparation of option papers on domestic initiatives for the Vice President's meetings with the President.

His other duties include participation in meetings with interest groups, assistance in the preparation of speeches, testimony and other presentations by the Vice President, and response to routine correspondence to the Vice President on domestic issues.

He makes arrangements for the Vice President's public meetings on domestic policy, which in 1975 included six regional forums on domestic policy held across the Nation.





## COUNSEL'S OFFICE

The Vice President's Counsel is responsible for advising the Vice President and members of his staff on matters which include: (1) compliance with applicable statutes and regulations; (ii) inquiries from public or official sources which involve legal matters; and (iii) legal analysis of pending legislation and other public issues.

As an officer of the Executive Branch, as head of an Office in the Executive Office of the President, and as a Federal officer who receives specific assignments from the President, the Vice President is ultimately responsible for compliance with statutes and regulations which may apply to his activities or the activities of his office. Under appropriate circumstances, these may include the Freedom of Information Act, the Federal Advisory Committee Act, the Federal Records and Materials Act, and the Hatch Act, as well as statutes and regulations which impose standards of conduct on employees of the Vice President's Office and which control the disposition of foreign and domestic gifts to the Vice President.

In his capacity as President of the Senate and as the second ranking officer of the Executive Branch, the Vice President receives communications and inquiries -- from official sources as well as the general public -- which require legal analysis prior to compliance or in order to frame an adequate reply. These would ordinarily be handled by the Vice President's Counsel.

Finally, in his capacity as an adviser to the President, the Vice President requires a lawyer's analysis of the legal and policy consequences of such matters as legislation pending in Congress, proposed Presidential initiatives, and public issues or controversies which may require action by the President. The Vice President's Counsel also assists the Vice President in carrying out special Presidential assignments.



8

THE VICE PRESIDENTIAL ADVANCE OFFICE

The Vice President's Advance Office is the liaison between the Vice President and the people who host the Vice President's public appearances in Washington, across the country and around the world. This office serves as the link in the coordination and execution of all official travel for the Vice President, his family and his staff.

The Advance Office is the focal point from which the members of the U.S. Secret Service and the White House Communications Agency receive information. Only with correct and accurate information from the Advance Office can these groups properly prepare for a Vice Presidential Event.

The Staff Advance Team representing the Vice President should know the purpose and expected outcome of the visit, must be well informed as to the official and political ramifications of every movement the Vice President will make, and be aware of the Vice President's likes and dislikes in order to set the tone for the public reception accorded him.

This leadership and coordination on the part of the Advance Office insures the proper functioning and success of every Vice Presidential Event.







ADMINISTRATIVE ASSISTANT TO THE PRESIDENT OF THE SENATE

Essentially, the Capitol Hill division of the Office of the Vice President should operate as a liaison and service-oriented office. There are, certainly, substantive aspects to the function of this particular office, but it is imperative that the person heading the operation realize the limitations of the role that is to be played on the Hill. It is equally important that the Executive Office Building staff, and particularly the Secretariat and senior staff, be cognizant of these limitations.

It must be understood that the Vice President's staff operates in tandem with the established liaison people within the Administration. Our role should be one of service and assistance to those with the line responsibility for the development, tracking, and implementation of the President's legislative program.

Ideally the office will serve as "the eyes and ears" of the Vice President on the Hill. Additionally, we can provide broad support for the efforts of the Counsellors to the Vice President, and have the capacity to provide the same type of assistance to those on the Domestic Council staff who are charged with developing legislative initiatives for the State of the Union address.

In general, the responsibilities of the Capitol Hill operation may be divided into four main categories:

PRESIDENT OF THE SENATE - This role combines liaison, ceremonial, and administrative functions. While it cannot be considered truly substantive, it is, nevertheless very important, if only because of the high visibility of this office.

LEGISLATIVE - This function has two components. The first is tracking all important legislation in both the Senate and the House, with particular importance given to those areas in which the Vice President and the Administration have the greatest interest; this includes briefing the Vice President and senior staff by memorandum as well as verbally on specific legislative initiatives.



The second area is the responsibility for legislative correspondence. A large volume of mail from the public comes to the Vice President requesting information and assistance, as well as clarification of his position, on bills or legislation in general.

LIAISON WITH THE CONGRESS - Because of our proximity and availability to Senators and Representatives, as well as their senior staffs and the staffs of the Committees, this office acts as the primary contact for the Vice President with the Congress. As a courtesy, we also serve in a similar capacity for high ranking White House and Executive Department officials.

Through our contact with Members and key staff people, we act as a two-way funnel for information between the Congress and the Executive Branch. In addition, we try to be of service to the Congress by offering whatever assistance we can in a wide variety of areas on a non-partisan basis.

LIAISON WITH THE PUBLIC - The Capitol Hill office serves as a primary point of contact with the public. In this regard, we process what is generally called "casework," including general requests for information on the Congress and on the operation of the Government as a whole, as well as constituents' problems with various Government agencies.

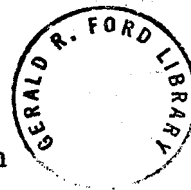




RESPONSIBILITIES OF THE ASSISTANT TO THE  
VICE PRESIDENT FOR NATIONAL SECURITY AFFAIRS  
AND MILITARY ASSISTANT

National Security Affairs. The National Security Advisor keeps the Vice President informed on current and long range intelligence developments, provides background on issues before the National Security Council, and prepares material for meetings with foreigners and U.S. officials. He makes substantive preparations for foreign trips. He gives guidance on public remarks (e.g., press conferences) and provides input for speeches. He is the link with the NSC staff, Departments of Defense and State, and the Central Intelligence Agency. He assists with special projects and commissions and handles public and official correspondence in the national security area.

Military Assistant. The Military Assistant is responsible for contingency planning for Vice Presidential duties in case of nuclear attack. His office arranges military transportation and other military support involved with domestic or foreign trips. He ensures that outside military support is adequate (including maintenance of the official residence) and is responsible for the performance of other military personnel assigned to the Office of the Vice President such as aides, stewards and drivers. He administers the Service Academy nomination and classified material security programs.





ASSISTANT TO THE VICE PRESIDENT FOR ADMINISTRATION

1) Budget

- A) Preparation of the budget for the Office of the Vice President;
- B) Office of Management and Budget
  - 1) Submission of budget projections;
  - 2) Submission of testimony for presentation with respect to the budget on the Hill;
  - 3) Compliance with OMB's circulars as pertains to budget and travel;
- C) Daily control of budgetary allotments including the monitoring of all budget categories -- i.e., travel, personnel, office expenses, etc.;
- D) Recommendations to the Chief of Staff for supplements to the Vice President's budget when necessary;

2) Fiscal Matters

- A) Recording, processing, billing, payment and/or reimbursement of all aircraft costs, in-flight expenses for official party and media personnel for both official and political travel with the Vice President or on his behalf;
- B) Responsibility of approving, recording, processing, billing and final payment of all expenses incurred by the Vice President's Office for the Advance Office -- i.e., aircraft and in-flight expenses, hotel invoices and other miscellaneous charges including local transportation and communication fees;



3) Correspondence Control Unit

- A) Responsibility for the control and supervision of the Correspondence Control Unit, which includes the analysis of correspondence received and its control for Action, the preparation on "robo" machines of form responses, and Central Files;
- B) Supervision of the flow of correspondence received by the Vice President and members of his staff from the receipt of the correspondence, its analysis, the typing of responses if appropriate, to "stripping", mailing and placement in Central Files;
- C) Preparation for the Chief of Staff of a daily and monthly Correspondence Traffic Analysis Report (sample at Appendix C in Book II);
- D) Preparation for the Chief of Staff of a daily Reading/Controlled File which contains all letters dispatched from the Vice President's Office as well as copies of the control slips on all controlled mail received;
- E) Preparation of draft form responses as indicated by the flow of mail on a particular subject;

4) Administrative

- A) Responsibility for the maintenance and upkeep of the Vice President's Office area, including services performed by the General Services Administration. In addition, control the costs of services performed;
- B) Transportation  
Responsibility for control, coordination and dispatching of all transportation requirements for members of the Vice President's staff along with fulfilling requirements on the Vice President's behalf;





C) Reproduction

Arrangement for the daily reproduction requirements of the Vice President's Office along with the preparation and publication of special reports, manuscripts, etc., at the request of the Chief of Staff or the Vice President. Contact Officer with the Government Printing Office and the Bureau of Printing and Engraving, Department of Treasury;

D) Office Supplies and Equipment

From established budgetary allowances, purchasing necessary office supplies (including stationery, etc.) and equipment necessary to support the operational functions of the Vice President and his staff;

E) Messenger Service

Responsibility of seeing to it that all messenger service requirements to support the Vice President and his staff are fulfilled on a daily basis;

F) Printing and Engraving

Responsibility of providing the Vice President and members of his staff with appropriate printing and engraving services through both governmental and private facilities. This includes the manufacture of items for the Vice President -- i.e., speech boxes, calling cards, invitations, place cards, special occasion cards, etc.;

G) Vice President's Seal

Custodian of the Vice President's seal and authorizer of its use whether for official purposes -- i.e., the use of the seal on podiums, etc. -- or requests from media, Government agencies, private organizations, manufacturers, or private citizens;



H) "Gift" Items or Mementos

Work directly with various jewelry, pen, and other manufacturers in the design and production of "gift" items or mementos which are used by the Vice President or his wife or given at his request as "gifts" or presentations to special individuals. A daily inventory of all such items and mementos and a recording of exact disbursement are maintained;

Responsibility for supplying the Vice President's Advance Office and other divisions directly related to his trips -- both within the United States and abroad -- with appropriate Vice Presidential items and mementos to be disbursed on an appropriate basis;

I) Personnel

- 1) Interviewing, processing, and hiring of members of the Vice President's staff, upon approval of the Chief of Staff;
- 2) Responsibility for the preparation and submission of payroll reports for both the Executive and Senate Payrolls, as required by Federal law. In addition, submission of monthly payroll information to the Department of the Treasury and the Civil Service Commission;
- 3) Maintaining time and attendance records for the computation of leave records;
- 4) Preparation of a daily time and attendance report for the Chief of Staff;
- 5) Seeing to it that there is an even distribution of personnel throughout the Vice President's Office to ensure that absences of personnel -- e.g., secretarial -- do not hinder the operations of the Vice President's Office;

J) Security

- 1) Responsible for the physical security of the Office of the Vice President;
- 2) Security Officer for the Vice President's Office. Responsibility for obtaining the appropriate



clearances for members of the Vice President's staff -- including Consultants and Advance volunteer personnel. Responsibility for issuing White House or Executive Office Building Passes for members of the staff. Submission of a Weekly Security Report to the Staff Assistant for Security, the White House, and the Technical Security Division of the Secret Service. Maintaining the up-date of the Vice Presidential staff-photographer reference album used by the Executive Protective officer on duty at Post L-1 (Room 275);

- 3) Responsibility for coordinating security of the Vice President's Office area with particular attention to the Vice President's personal office and reception/kitchen area, with the Secret Service and the Commanding Officer of the Executive Protective Service;
- 4) Assistance in the preparation of Post Procedures for Post L-1 (Room 275);
- 5) Contact and coordinator with the Vice Presidential Protective Division of the Secret Service and the Technical Security Division for the Office of the Vice President as pertains to security matters and internal requirements;
- 6) Contact and administrative coordinator with the White House Communications Agency for the Office of the Vice President for security equipment for the Vice President and the staff and for obtaining telecommunications equipment for the Vice President's staff -- both in the office and at their quarters, at the request of the Chief of Staff;

K) Gift Unit

Responsibility for processing, recording, and/or registering all gifts received by the Vice President, and maintaining a monthly accounting of all registered gifts enabling a weekly review of all such gifts to ensure that they have been acknowledged;



L) Other

- 1) At the direction of the Vice President or the Chief of Staff the implementation of requests on behalf of the Vice President which might involve personal expenses on behalf of the Vice President;
- 2) Maintaining a daily computation by name of all postal charges as broken down by categories (official, personal [for which the Vice President will reimburse], foreign and political) in order to ensure accurate and proper billing for reimbursement;
- 3) Responsible for the procurement of photographs and enclosure material and for mounting of special photographs which the Vice President will personally sign;
- 4) Supervision of the Vice President's Stewards while they are on duty at the OEOB;
- 5) Procurement of supplies for the Vice President's personal office area;
- 6) Booking and control of the Vice President's Conference Room and arrangement for the taping of the Vice President's remarks if required.
- 7) Custodian of the Vice President's automatic pen and use at the request of the Chief of Staff.

The Assistant for Administration also carries out directions and special instructions by the Chief of Staff for other-than-administrative projects and assists all other Senior Staff members in carrying out their responsibilities for the Vice President.



12

## THE VICE PRESIDENT'S HOUSE

The management of the Vice President's House, formerly called Admiral's House, remains mostly in the hands of the Navy. (There may be an opportunity to amend this arrangement in view of the fact that the Vice President-elect and his family will occupy the House, while the present Vice President and his family do not.)

Before closing the House for airconditioning and other repairs, the Vice President kept an office there. It was used by Mrs. Rockefeller and staffed by Maggie Hughes, who not only handled Mrs. Rockefeller's scheduling, correspondence, etc., but also booked the tours of the House that occurred almost daily and received and entertained the tour guests on Mrs. Rockefeller's behalf.

The press is constantly interested in different aspects of the use and maintenance of the House. The Press Office, along with the Navy and the Secret Service, must coordinate press coverage at the House and answer telephone and mail inquiries about it.

An informational memo on the House has been sent to Mrs. Mondale, along with the offer of whatever assistance she might wish from either Maggie Hughes or Susan Herter.



13

SPECIAL ASSISTANT TO THE VICE PRESIDENT FOR  
MINORITY AFFAIRS

The Special Assistant to the Vice President specializing in minority and urban affairs has held the primary responsibility for being the Vice President's liaison with the broad range of minority groups in this country. These groups include Blacks, Hispanics and American Indians, as well as women.

It has been his responsibility to provide an input mechanism for the above mentioned groups into the Office of the Vice President and to keep the Vice President fully abreast of those proposals and programs of interest to minority groups in America.

Attendant responsibilities in this area have included the scheduling of Vice Presidential appearances in the minority community and the urban areas, along with the drafting of necessary speech materials for the Vice President.

The minority community has had a great deal of difficulty in securing proper government assistance in the areas of business enterprise and education particularly. This office has assisted in the expediting of these problems.

Further, the Special Assistant provided various forums by which representatives of various minority groups could address the Vice President and meet with him in seeking some resolution of various problems.

This office has also assisted the Vice President in his role of Vice Chairman of the White House Domestic Council. I have attempted to keep him abreast of the many breaking developments in our urban centers and have drafted a number of recommendations for his consideration as well as that of the Domestic Council.





Vice President Rockefeller has initiated a close working relationship with Black leaders and Black groups of both parties. He and the Special Assistant have jointly carried out a legislative liaison program with the Congressional Black Caucus.

Finally this office has been the recipient of many requests for assistance from minority and urban communities. This assistance ranges from the securing of government grants to the intercession with the private sector in an effort to rebuild our cities.

The basic function of the Special Assistant for Minority Affairs has been that of a liaison with many of America's specialized groups. It is essential that this type of liaison be maintained but more importantly that it provide the Vice President of this nation with the necessary updated intelligence.



14

SPECIAL ASSISTANT TO THE VICE PRESIDENT  
FOR LABOR AFFAIRS

The Special Assistant to the Vice President for Labor Affairs served as the advisor to the Vice President on all matters related to the labor movement. The primary goal of the office has been to form and maintain a solid relationship with all segments of organized labor.

The office functions as a liaison for all legislative affairs affecting labor segments, construction and building proposals and problems, and appointments to government posts. On a recurring basis, meetings were held with the Vice President and labor leaders to discuss general topics and/or special projects (such as eliciting support for programs). This office served as a two-way funnel of information from the labor movement to the Vice President. All invitations, messages to labor gatherings, and requests to attend meetings (such as international union conventions, executive council meetings, etc.) were handled in this office. The Special Assistant to the Vice President was responsible for being aware of movements, feelings and opinions within the labor power structure, and recommending appropriate actions, positions and strategy to the Vice President.

This office also coordinated labor related matters with the White House staff on policy, position, invitations, etc. Prepared input for Presidential as well as Vice Presidential speeches.

The party responsible for labor liaison should be closely tied to the labor movement through past associations, and should be able to work with all levels of the Executive Branch of the AFL-CIO.





WHITE HOUSE FELLOW

The purpose of the White House Fellows' Program is to enable those selected to gain firsthand experience in the functioning of the highest levels of the Executive Branch.

One of the sixteen Fellows selected by the President's Commission on White House Fellows for 1976-1977 serves a one-year term as a Special Assistant to the Vice President.

In previous years, White House Fellows in the Vice President's Office served as assistants to certain members of the Vice President's senior staff. Last year's Fellow was an Assistant to Vice Presidential Counsellor Jack Veneman. In that capacity he had general responsibilities pertaining to the Domestic Council.

The current White House Fellow acted as Legal Counsel during a brief leave of absence by the Counsel to the Vice President. She is now involved in transition matters and will continue as the Vice President's White House Fellow until August 31, 1977.

