

DRAFT #1  
12/16/76

MEMORANDUM

RE: Proposed organization and staffing of the Vice President's Office

In the process of preparing this Memorandum, the memoranda supplied by Vice President Rockefeller's staff were studied, as well as the memorandum prepared by Bob Barnett. Discussions were held with most of the principals on the current staff and interviews were conducted with some twenty-five members of the current staff who had indicated an interest in a position in the new vice presidential office. Each person interviewed for a position was asked to describe the work they did as well as to comment on operating procedures in the office. The emphasis of this effort has been to determine what is done rather than how it is done.

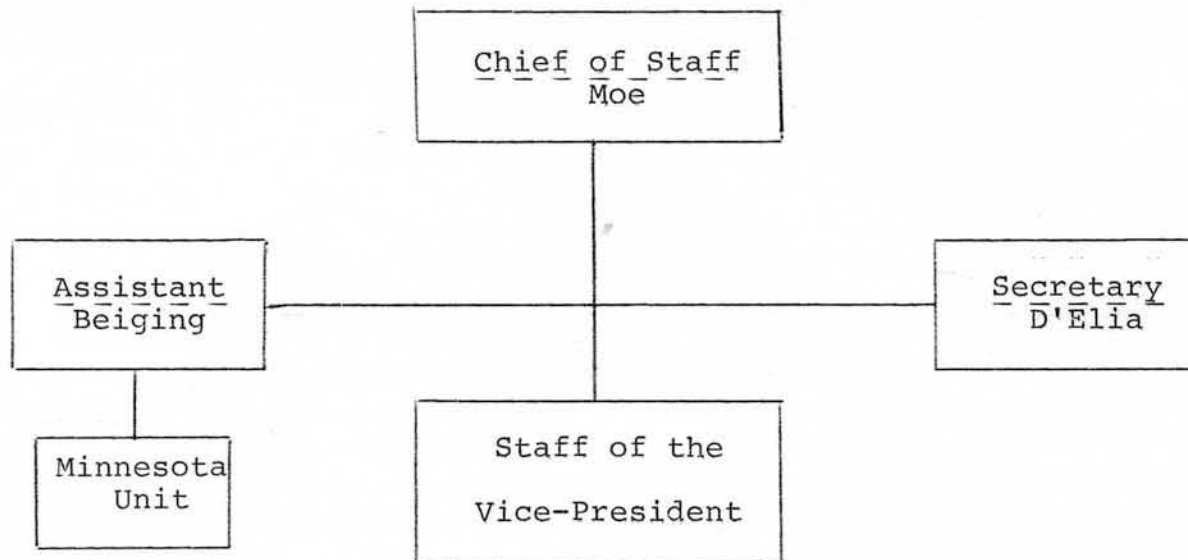
The second step in the process involved placing the various functions into appropriate units.

The third step involved the diagramming of these units, a listing of their functions, and selection of people to be responsible for the various functions.

In preparing this suggested organizational structure most of the units are intentionally understaffed. In this way it can be determined through actual practice the kind and amount of additional talent which is required.

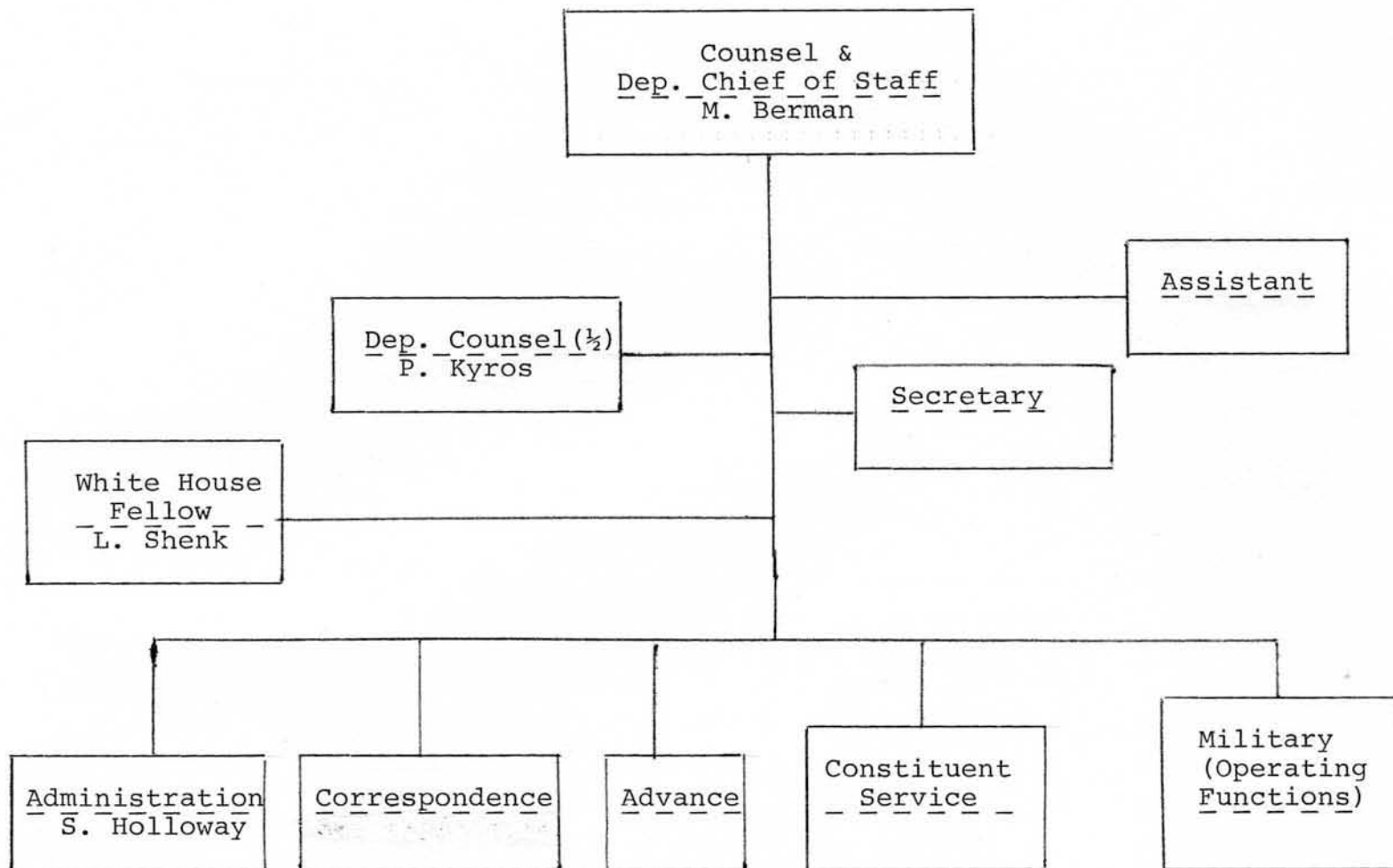
In designing the individual operating units consideration was given to the needs and preferences of the principal and the skills of individuals available for the staff.

Whatever functional structure is put in place on January 20th should be seen as temporary. There should be a regular program of evaluation of the structure during the first six to nine months, involving literally everyone on the staff at one time or another and resulting in modification of the initial structure based on experience and the evolving role of the Vice President.



#### Functions

1. Advisor to the Vice-President.
2. Operation of the staff and office.
3. Principal liaison to the President's staff.
4. Maintenance of the Minnesota base (includes major Minnesota projects).

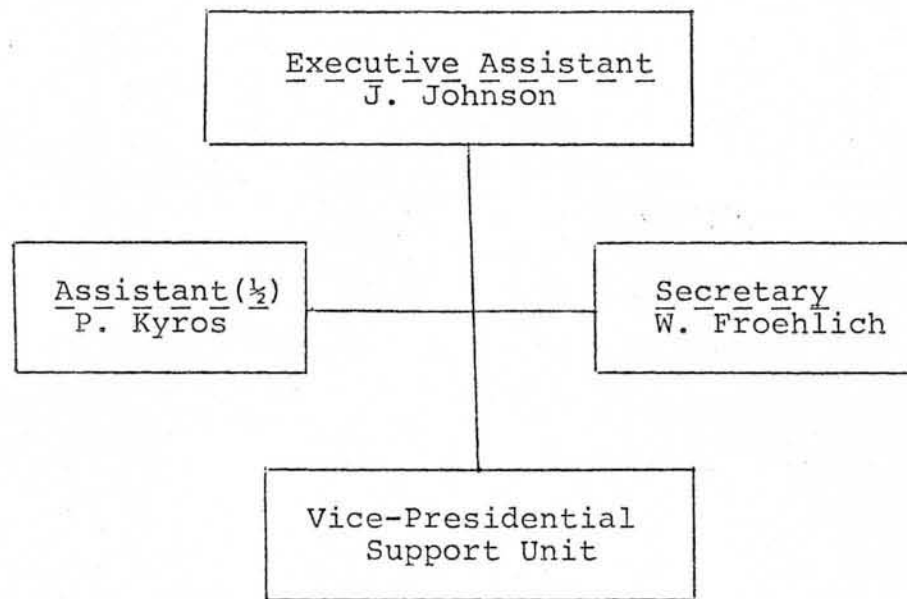


#### Functions

1. All legal work relating to the operation of the Office of the Vice President.
2. Investigate all conflict of interest situations.
3. Handle clearance of groups requesting Vice-presidential endorsement or involvement.

4. Handle Freedom of Information requests for the Office of the Vice President.
5. Handle FBI clearance checks on all Vice-presidential office personnel.
6. Advise on legislation relating to the Federal Election Campaign Act and other election and incumbency legislation.
7. Prepare budget requests and supervise budget monitoring and general financial control of all funds.
8. Liaison with political groups.
9. Handle requests for employment on the Vice President's staff and federal appointment and employment generally.
10. Supervise Administration Unit.
11. Supervise Constituent Service Unit.
12. Supervise Correspondence Unit.
13. Supervise operating functions of Military Unit.
14. Supervise Advance Unit.

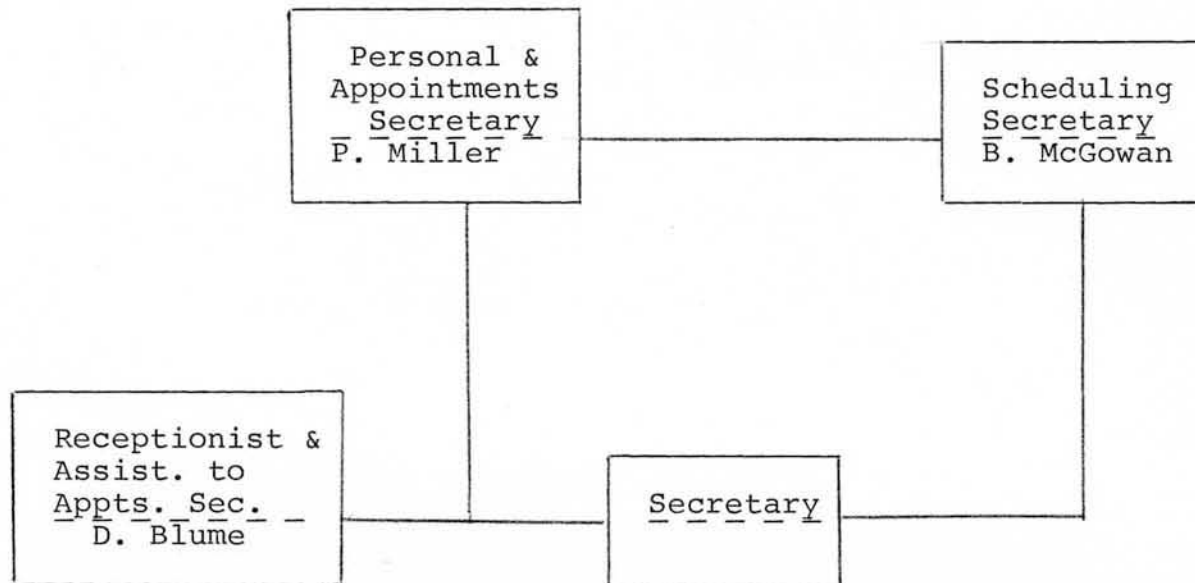
12/16/78



### Functions

1. Supervise Vice-presidential support unit.
2. Assist in development and execution of daily appointment schedule.
3. Arrange for and/or prepare necessary briefing memos and talking points for meetings which Vice President attends.
4. Review scheduling recommendations.
5. Accompany the Vice President when traveling and serve as traveling staff director.
6. Direct special policy task forces which may be organized to recommend positions to the Vice President.
7. Assist in coordination of Congressional relations.

Vice President Support Unit



## Functions

### Personal and Appointments Secretary

1. Vice-President's personal correspondence and maintenance of his personal files.
2. Handle all requests for appointments with the Vice President at the EOB, the Capitol, and other places within Washington, D.C.
3. Handle all invitations for social engagements in Washington, D.C.
4. Prepare Washington, D.C. schedules for day, week and month including appointments, social engagements, and other appearances.
5. Inform staff members of briefing memos that are required and insure that they are available in a timely fashion.
6. Receive and place telephone calls for the Vice-President.
7. Maintain a log of the Vice President's activities.
8. Manage flow of paper to Vice President.

### Scheduling Secretary

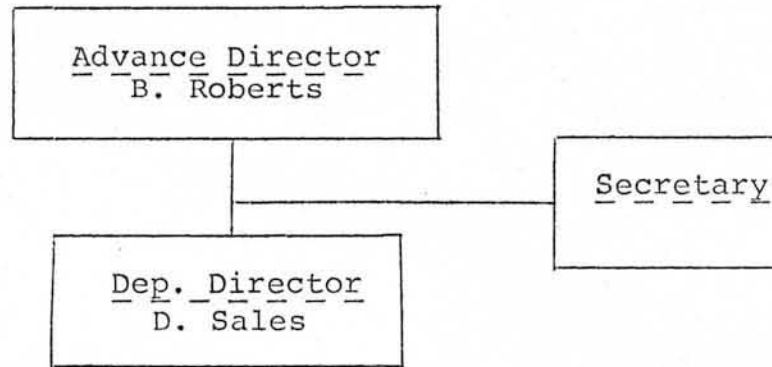
1. Handle all invitations for non-social appearances in Washington, D.C. and all invitations outside of Washington, D.C.
2. Prepare schedule proposals and circulate to scheduling committee.
3. Prepare block schedule of committed travel.
4. Prepare outline schedule for trips outside of Washington, D.C. before passing trip off to the Advance Office.
5. Prepare final schedule before departure.



### Receptionist

1. Receive all visitors and escort them into Vice President's Office.
2. Assist the Appointments Secretary.

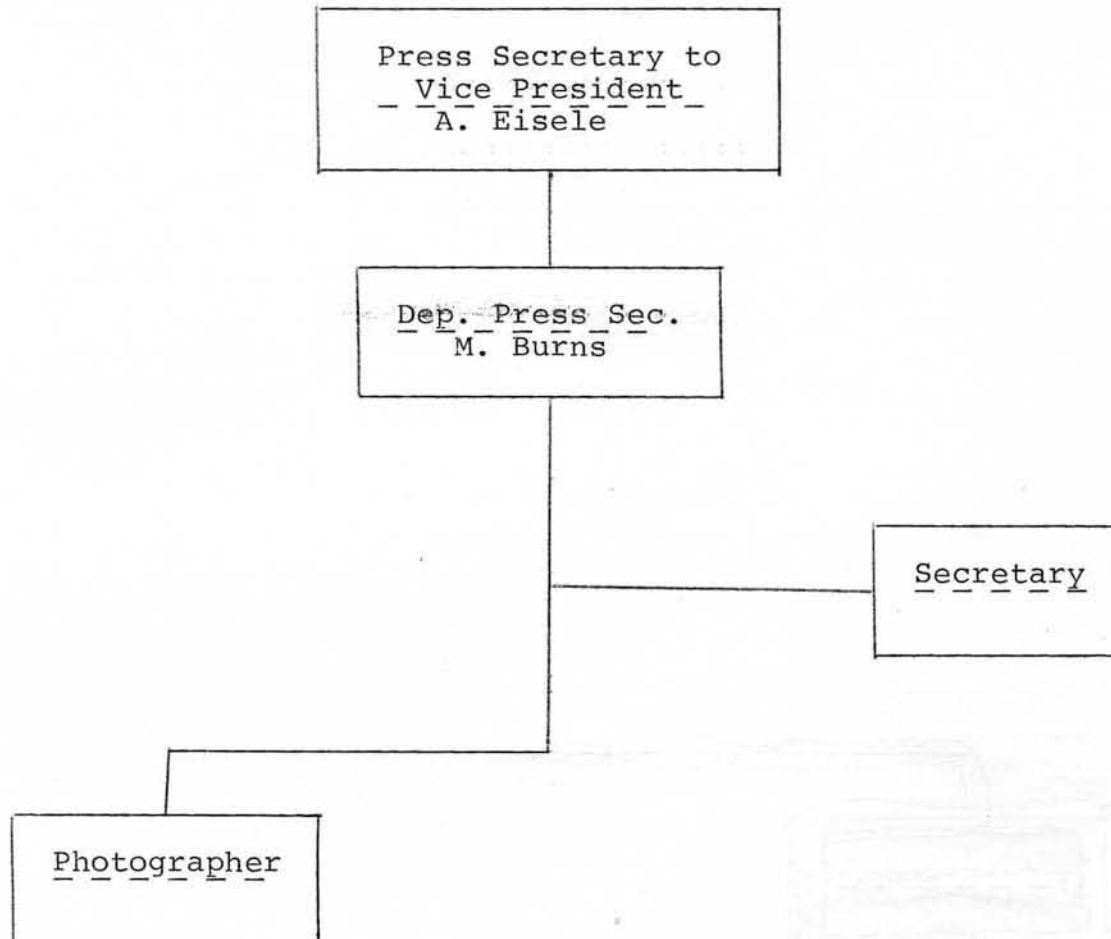
NOTE: The Appointments Secretary and the Scheduling Secretary must work together and therefore must be located close to one another.



### Functions

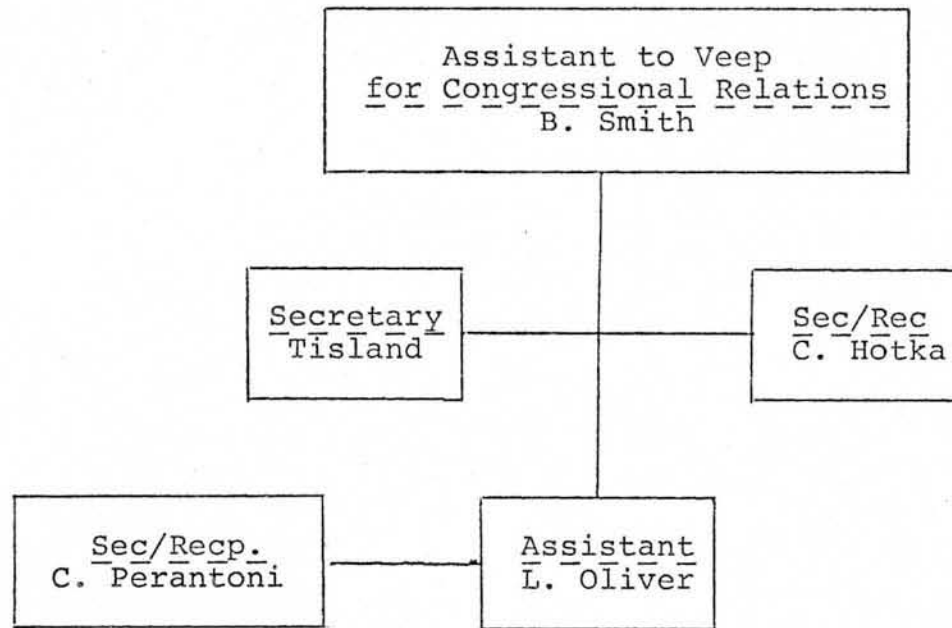
1. Plan Vice-presidential trips in coordination with the Scheduling Secretary.
2. Handle all on-site arrangements for trips and for D.C. appearances which require special arrangements.
3. Recruit, assign and supervise volunteer advance people.
4. Control use of the Vice-presidential seal.
5. Maintain necessary liaison with U.S. Secret Service and White House Communications Agency relative to Vice-presidential appearances.
6. See to appropriate follow up of all activities.

NOTE: Substantial portions of the advance work will be done by volunteer advance people. When there are large numbers of follow-up letters they can be processed either by the Special Correspondence people in the Administration office or by the main Correspondence unit at Dirksen.



## Functions

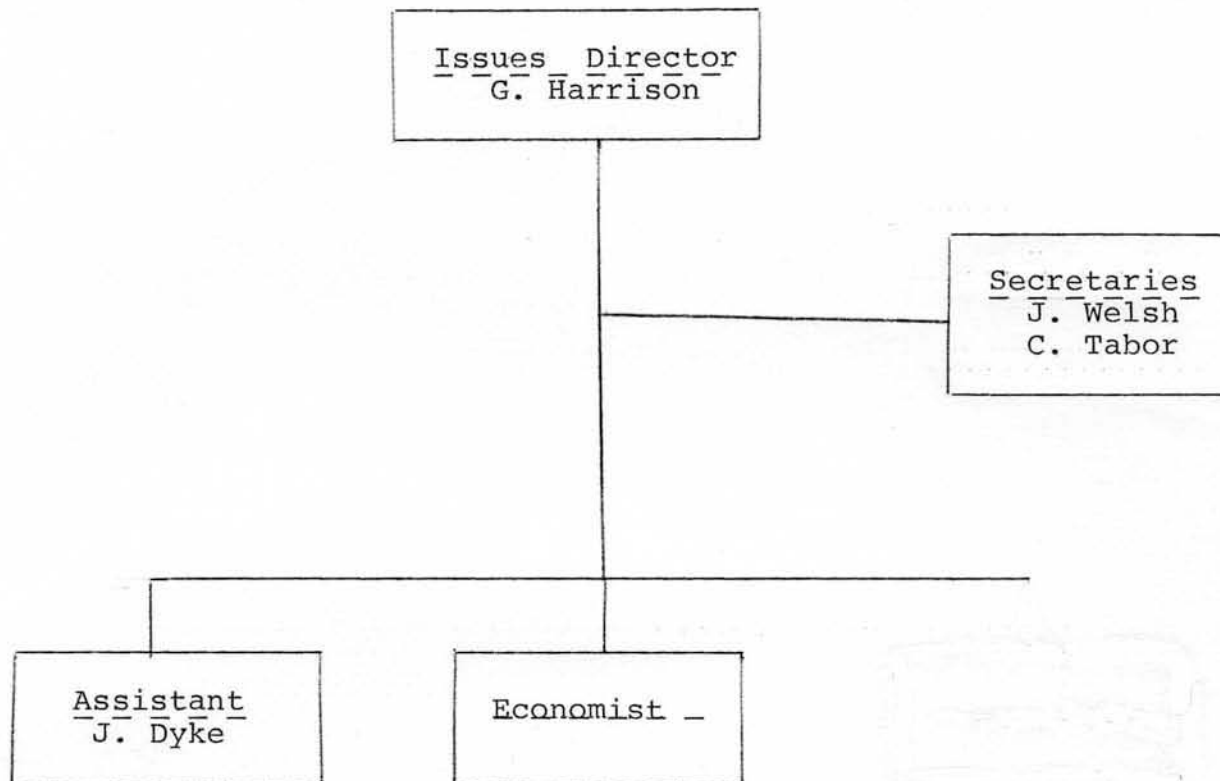
1. Make available information about the Vice President, his policies, programs, thoughts and statements.
2. Advise on media relations.
3. Serve as spokesperson for the Vice President as appropriate.
4. Maintain liaison with White House Press Office and as necessary Press Officers in other Executive Branch departments.
5. Work with the scheduling and advance units in planning Vice Presidential trips and appearances and see to the care of media personnel on such occasions.
6. Accompany the Vice President at events likely to be covered by the regular news media.
7. Handle arrangements for all interviews and news conferences.
8. Supervise the Vice Presidential photographer.
9. Assist other staff members in contacts with media.
10. Arrange for recording of speeches and other public comments.
11. Maintain files of media contact on or about Vice President.
12. Assist Mrs. Mondale's staff when necessary.



### Functions

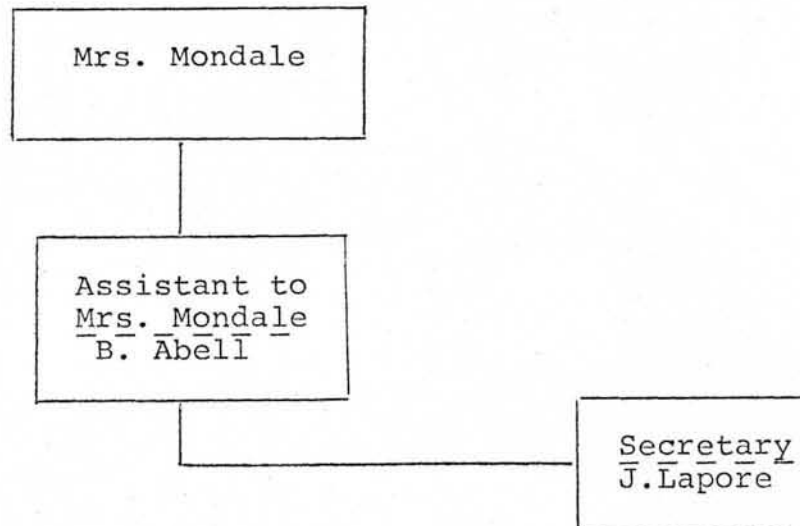
1. Monitoring of Administration proposed legislation through the Senate and House legislative process including Committee hearings, mark-up, floor debate and conference.
2. Preparation and scheduling of Senate tie-breaking votes and key rulings by the Vice President as presiding officer.
3. Liaison with White House and Executive agencies' Congressional Relations staff.
4. Arrangement of Capitol ceremonial functions.
5. Processing of official communications to the President of the Senate.
6. Other specific legislative related projects.

## Issues Unit



## Functions

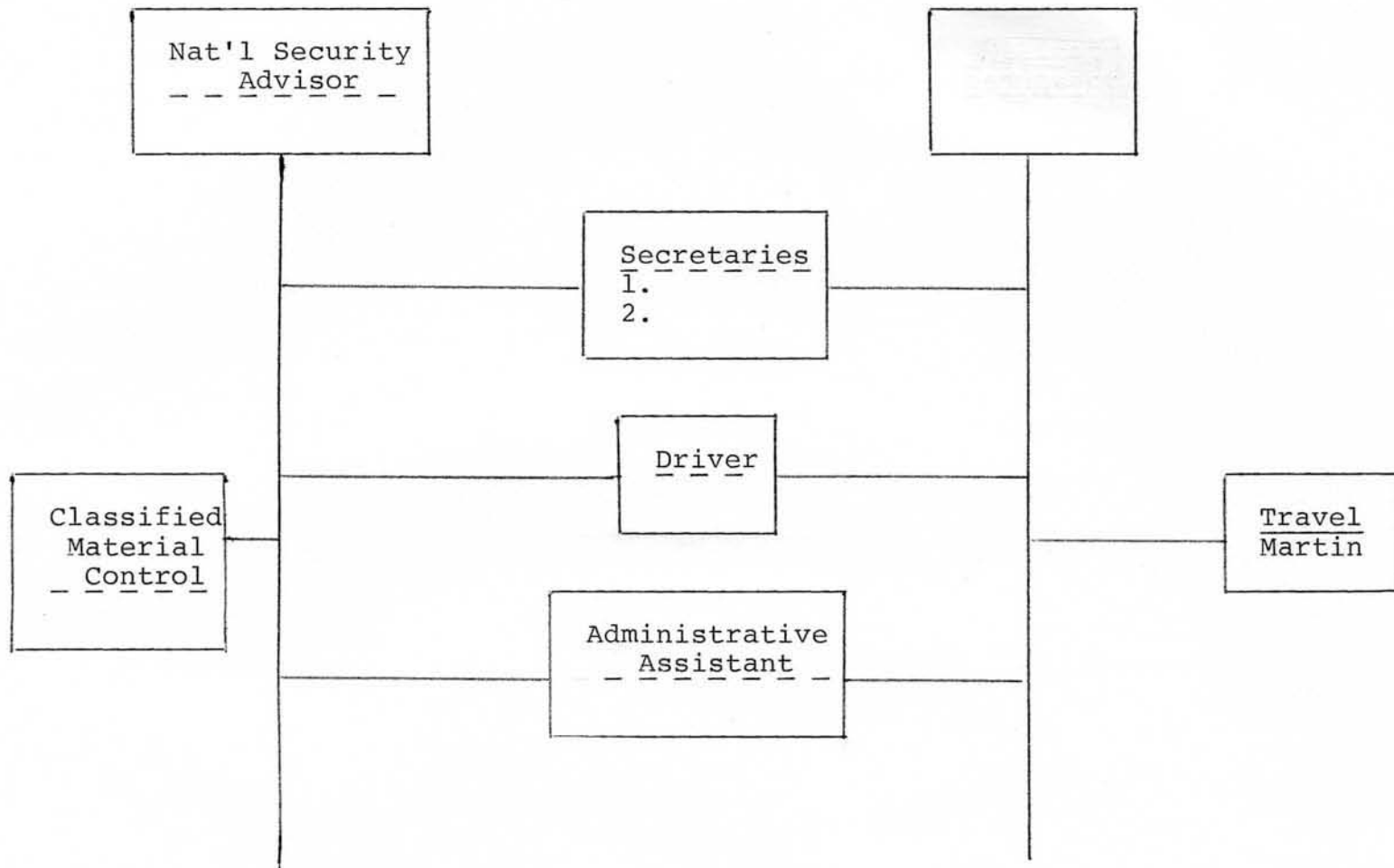
1. Provide advice and staffing to the Vice President on such issues as may be necessary including the preparation of option papers.
2. Liaison with counterpart White House and Executive agency staffs.
3. Preparation of speeches, statements and testimony.
4. Meetings with interest groups.
5. Response to correspondence which cannot appropriately be handled in the correspondence unit.



#### Functions

1. Handle Mrs. Mondale's appointments, schedule and travel (assistance when needed to be available from Vice President's schedule and advance offices).
2. Handle all press inquiries relating to Mrs. Mondale or the Vice-presidential residence.
3. Handle Mrs. Mondale's correspondence as well as that of the children when necessary. (Both correspondence units to be available when necessary.)
4. Coordinate all social events at the residence.
5. Assist Mrs. Mondale in pursuing her special interests (assistance when needed to be available from Vice President's issues staff).
6. Assist Mrs. Mondale in the day-to-day operation of the residence.

Military Unit





## Functions

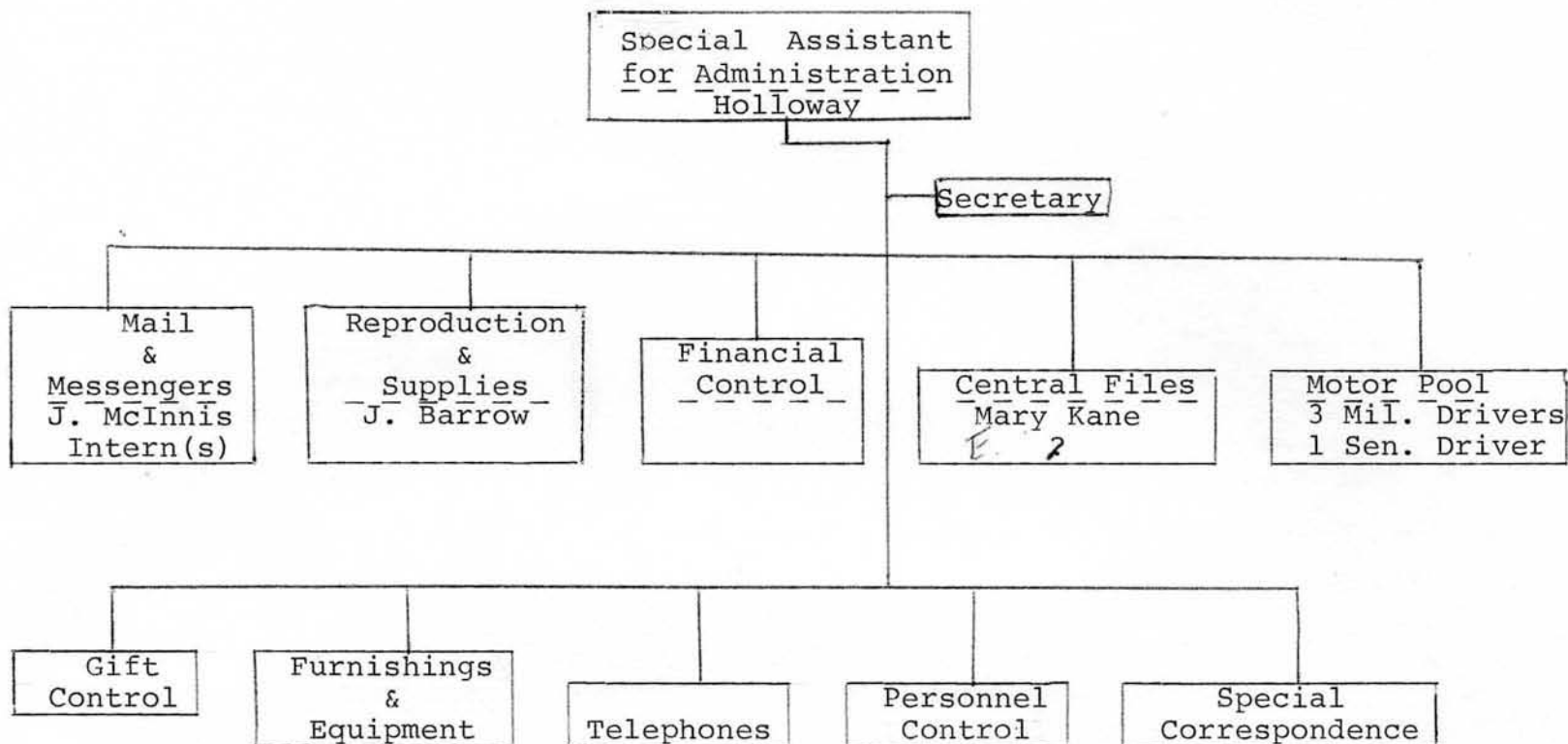
### National Security Advisor

1. Inform Vice President on current and long range intelligence developments.
2. Provide background on issues before National Security Council.
3. Prepare material for meetings with foreign and U. S. officials.
4. Substantive preparation for foreign travel.
5. Assist in preparation of speeches on appropriate subjects.
6. Liaison with NSC, DOD, State and CIA.
7. Correspondence in national security area.
8. See to security of classified material.

### Military Assistant

1. Contingency planning for emergencies.
2. Military transportation and related support.
3. Maintenance of official residence.
4. Supervision of other military personnel such as aides, stewards, drivers.
5. Administer academy nomination program.

NOTE: The National Security Advisor (if Military) and Military Assistant should be seen as separate and not subject to supervision by the other.

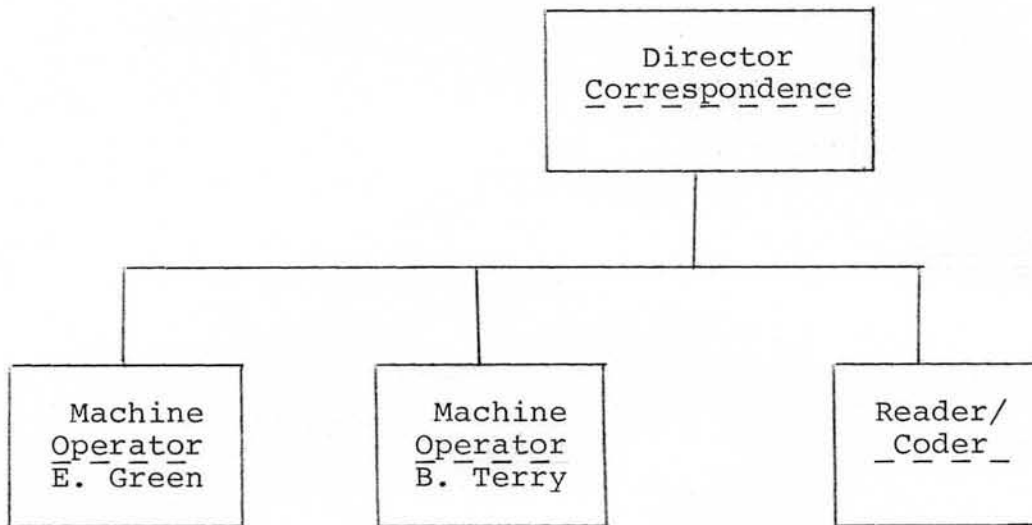


### Functions

1. Receive, open, sort and distribute all incoming mail and strip, sign, check and mail all outgoing.
2. Provide messenger service within the White House/EOB complex and to the Capitol and other Executive branch agencies.
3. Arrange for printing, engraving and other forms of mass reproduction.
4. Acquire, control and distribute all office supplies.
5. Obtain, allocate, maintain and operate inventory control of all furnishings and equipment.
6. Operate motor pool for official business of staff.

7. Register, acknowledge and see to disposition of all gifts.
8. Arrange for all telephonic communication at the EOB, Capitol, Dirksen and the residence.
9. Maintain a small mass mailing capability in the administrative office for short runs and emergencies.
10. Maintain a central file system sufficient to meet current retrieval and archival needs.
11. Maintain name retention system.
12. Personnel control
  - Recruiting and interviewing certain members of Vice Presidential staff
  - Maintenance of necessary reports and records
  - Distribution of workload in overload situations
  - Obtaining necessary building passes
13. Financial control
  - All accounting for Executive branch funds as outlined in GAO accounting manual for the Vice President's office
  - Accounting for clerk hire, stationary and postage accounts provided to President of Senate
  - Preparation and monitoring of annual budgets and any supplementals
  - Generation of such internal control reports as may be desirable
  - Accounting for President of Senate's expense allowance
  - All billings including appropriate charges to the Democratic National Committee or other reimbursing entities

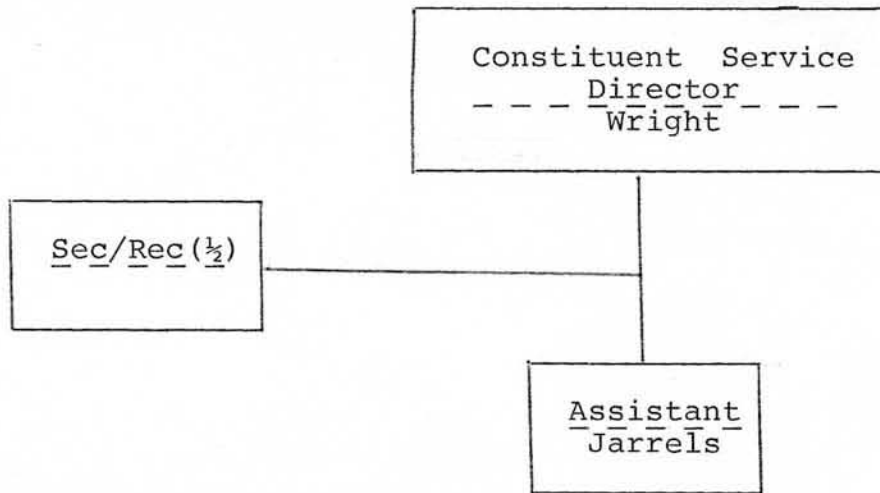
Correspondence Unit (Dirksen Building)



Functions

1. Read and analyze all incoming mail which is not directed by the Mail Room to specific staff members or the Vice President.
2. In cooperation with the issues staff prepare responses which may be used repetitively, and monitor same for continuing appropriateness.
3. Produce responses to all mail directed to the unit.
4. Initiate and produce mailings to various groups.

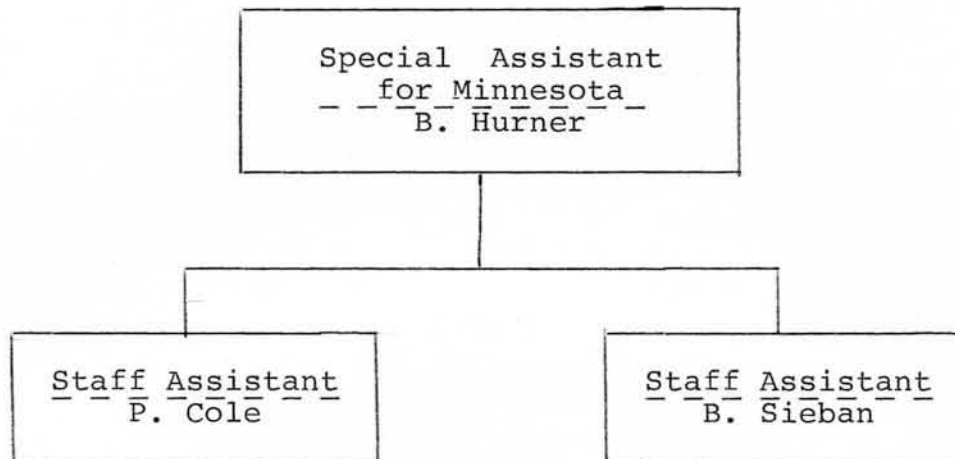
## Constituent Service Unit



### Functions

1. Handle all individual requests for assistance with federal agencies.
2. Handle all requests for bills, photos, autographs and other similar items.
3. Handle requests for White House and other tours.
4. Meet and greet visitors to Vice President's Dirksen Office.

Minnesota Office



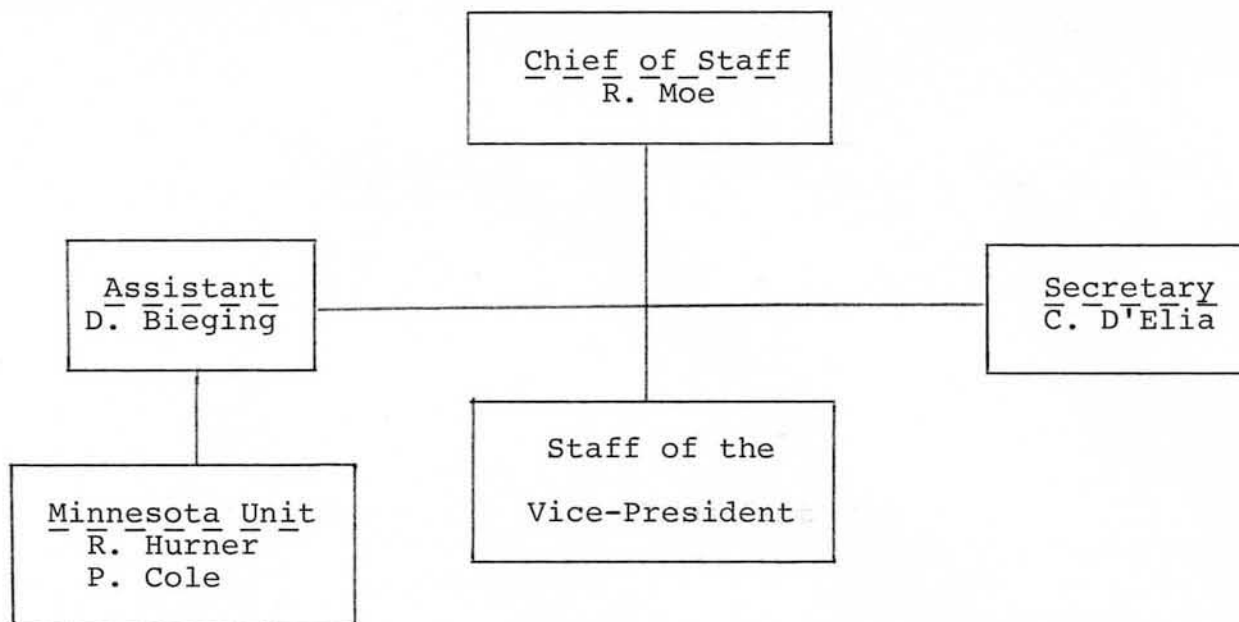
Functions

1. Casework on behalf of Minnesota citizens and communities.
2. Maintaining liaison with interest groups in Minnesota.
3. Advancing and providing support for trips to Minnesota.

## Comments

1. Consideration should be given to the economies of scale which might occur in sharing certain facilities with the White House operation, e.g.:

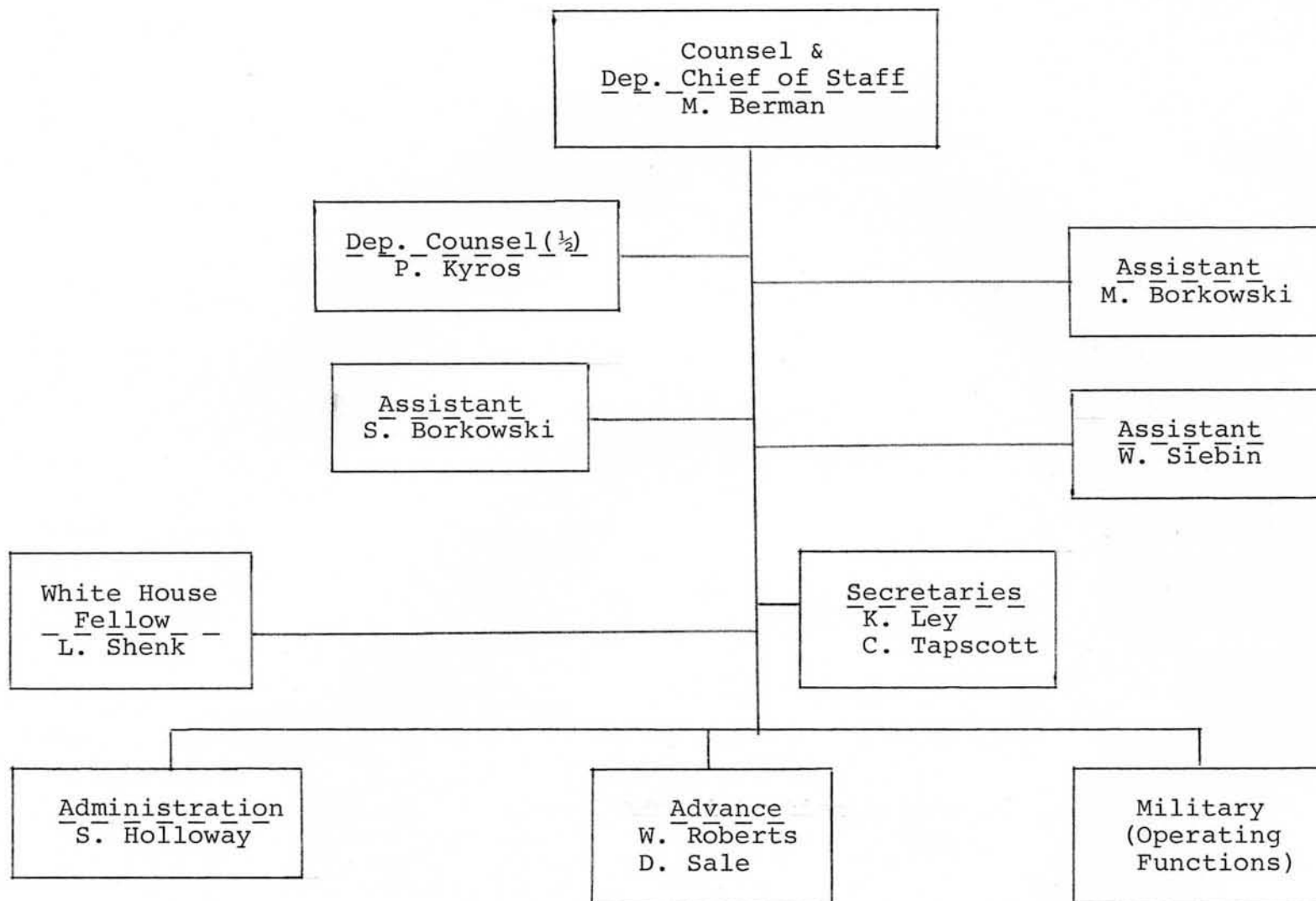
- a joint mass mail facility
- joint printing facilities
- a political name retention system at the DNC
- combination of some filing with increased use of microfilm and data processing techniques



### Functions

1. Advisor to the Vice President.
2. Operation of the staff and office.
3. Principal liaison to the President's staff.
4. Maintenance of the Minnesota base (includes major Minnesota projects).
  - a. Casework on behalf of Minnesota citizens and communities.
  - b. Maintaining liaison with interest groups in Minnesota.
  - c. Advancing and providing support for trips to Minnesota.

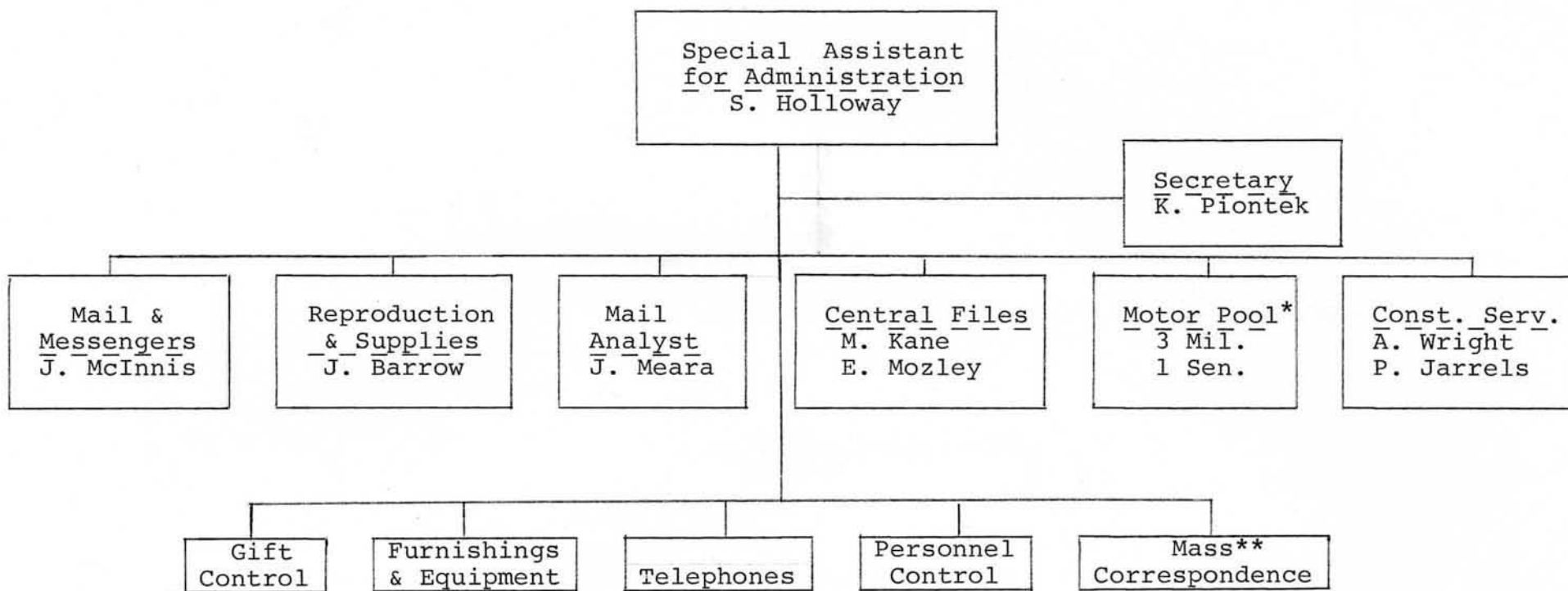




### Functions

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2. Investigate all conflict of interest situations.

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10. Supervise Administration Unit.
11. Supervise operating functions of Military Unit.
12. Supervise Advance Unit.



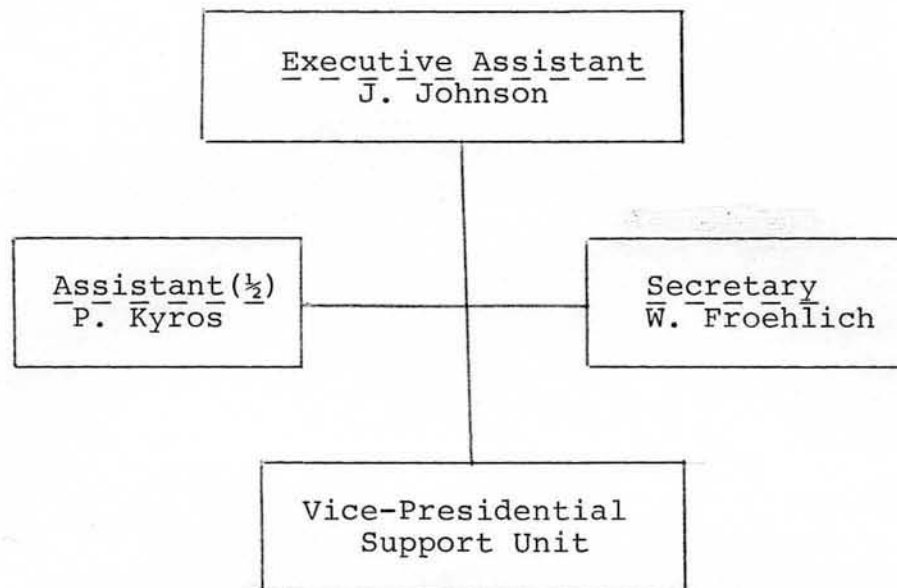
### Functions

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2. Provide messenger service within the White House/EOB complex and to the Capitol and other Executive branch agencies.
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\* R. Hylton, A. Owens, W. Moore; G. Juster

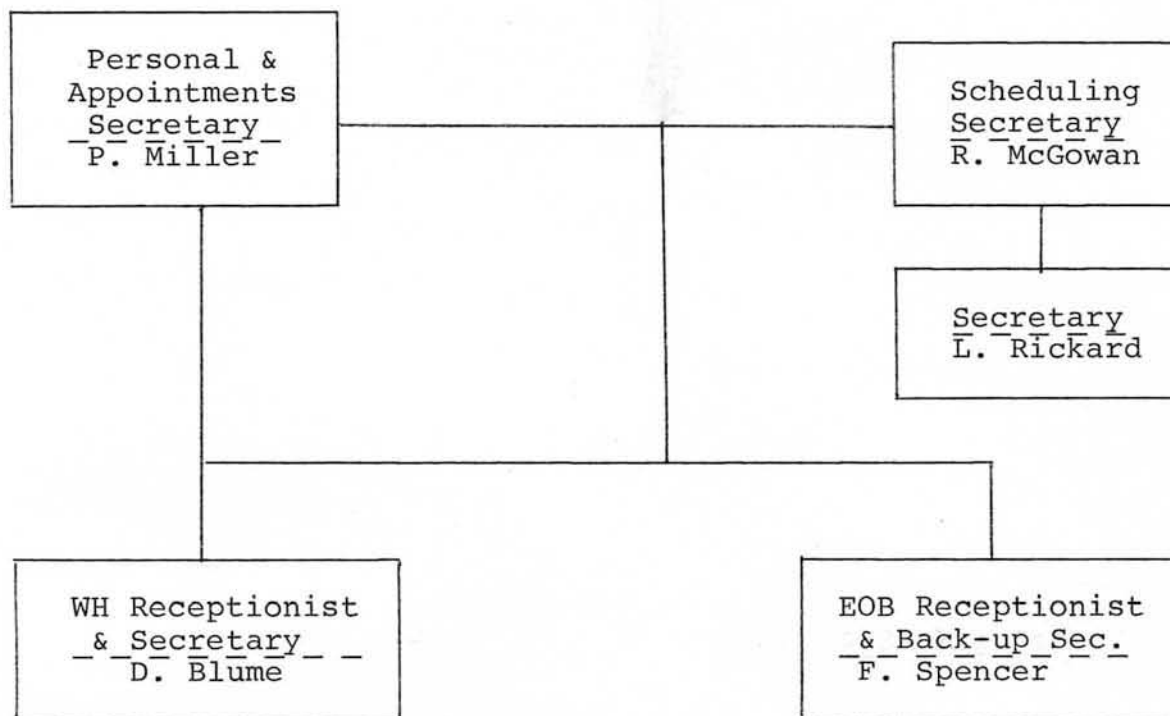
\*\* E. Green and R. Terry

4. Acquire, control and distribute all office supplies.
5. Obtain, allocate, maintain and operate inventory control of all furnishings and equipment.
6. Operate motor pool for official business of staff.
7. Register, acknowledge and see to disposition of all gifts.
8. Arrange for all telephonic communication at the EOB, Capitol, Dirksen and the residence.
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### Functions

1. Supervise Vice-presidential support unit.
2. Assist in development and execution of daily appointment schedule.
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Vice President Support Unit

FunctionsPersonal and Appointments Secretary

1. Vice President's personal correspondence and maintenance of his personal files.
2. Handle all requests for appointments with the Vice President at the White House/EOB complex, the Capitol, the Dirksen office, the residence and other locations in Washington which do not involve public appearances/speeches.
3. Handle all invitations for social engagements in Washington, D.C.
4. Prepare Washington, D.C. schedules for day, week and month including appointments, social engagements, and other appearances.
5. Inform staff members of briefing memos that are required and insure that they are available in a timely fashion.
6. Receive and place telephone calls for the Vice President.
7. Maintain a log of the Vice President's activities.
8. Manage flow of paper to Vice President.

Scheduling Secretary

1. Handle all invitations for public events in Washington, D.C. and all invitations outside of Washington, D.C.
2. Prepare schedule proposals and circulate to scheduling committee.
3. Prepare block schedule of committed travel.

4. Prepare outline schedule for trips outside of Washington, D.C. before passing trip off to the Advance Office.
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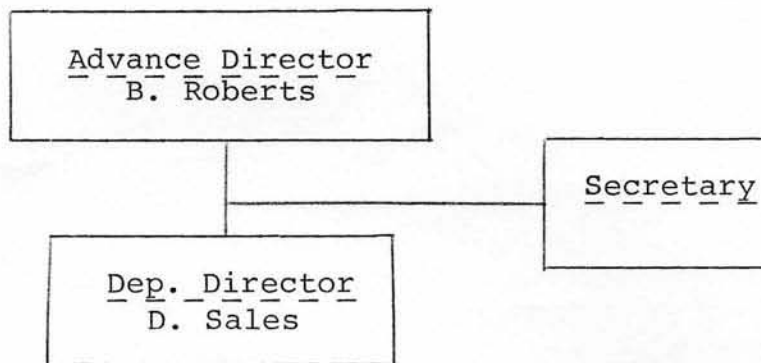
White House Receptionist

1. Receive all visitors and escort them into Vice President's Office.
2. Serve as Secretary to the Appointments Secretary.

EOB Receptionist

1. Receive all visitors and escort them into Vice President's Office.
2. Serve as back-up Secretary.

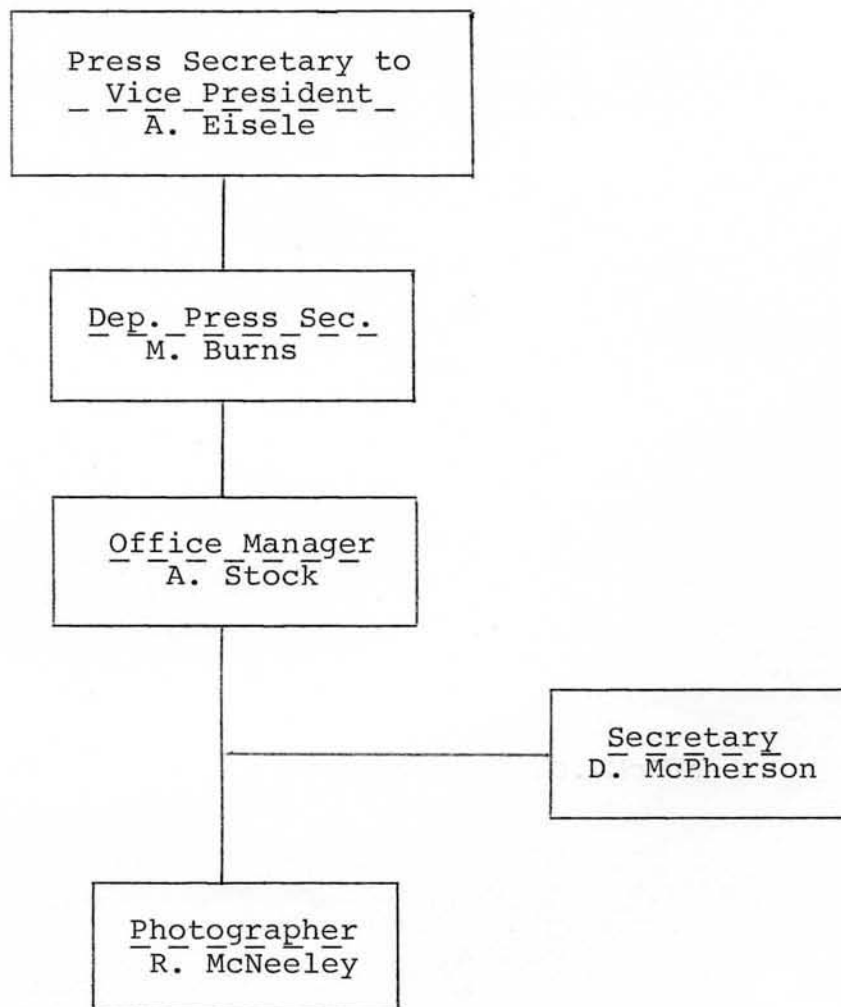




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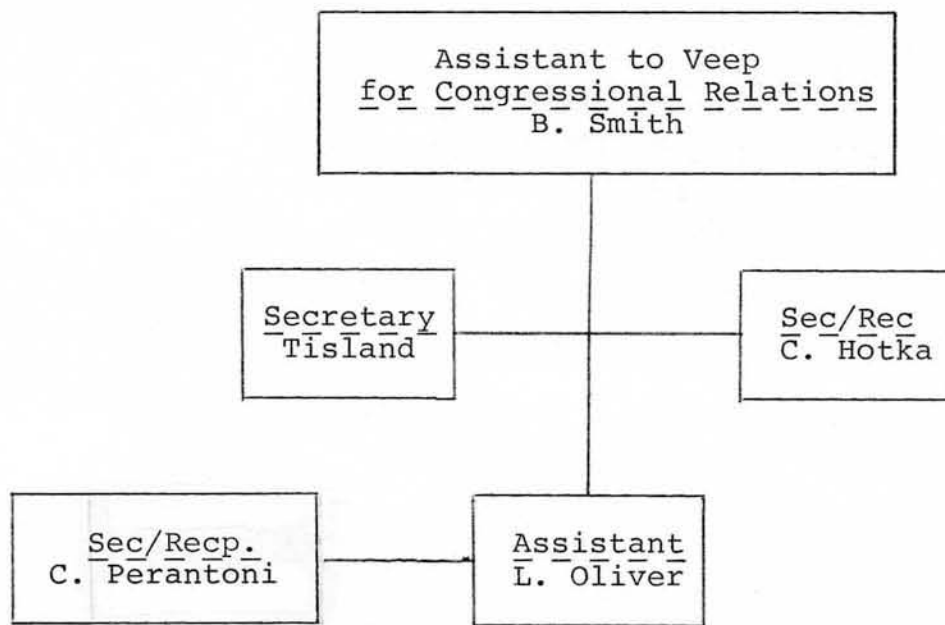
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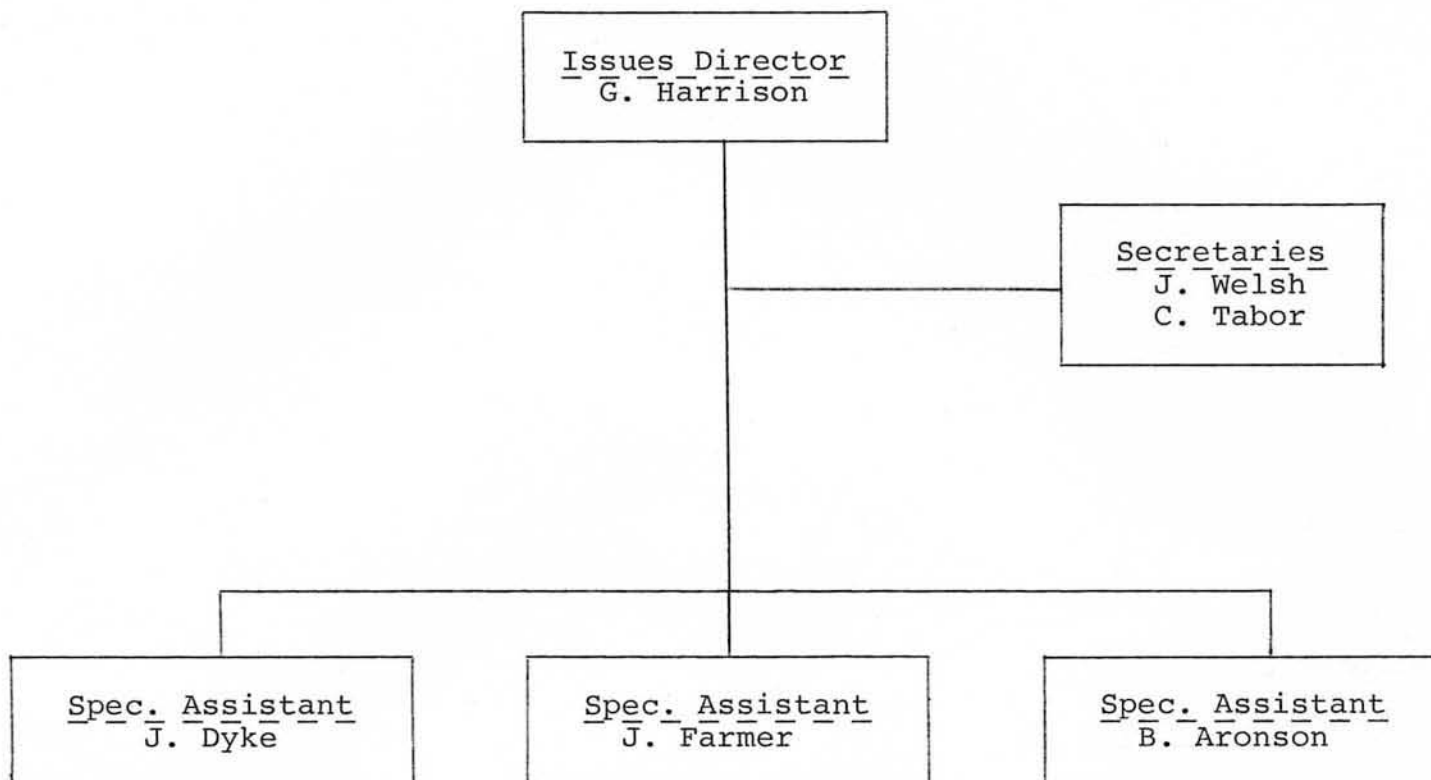
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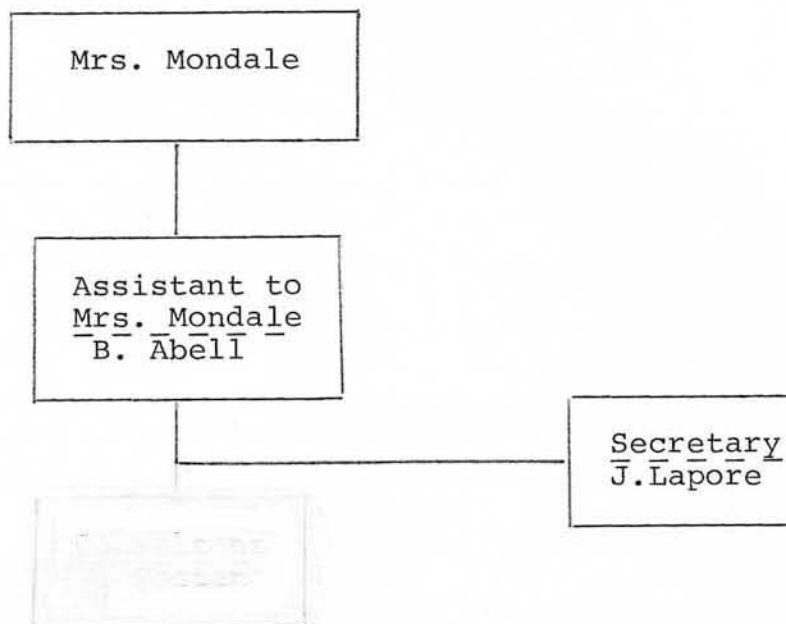
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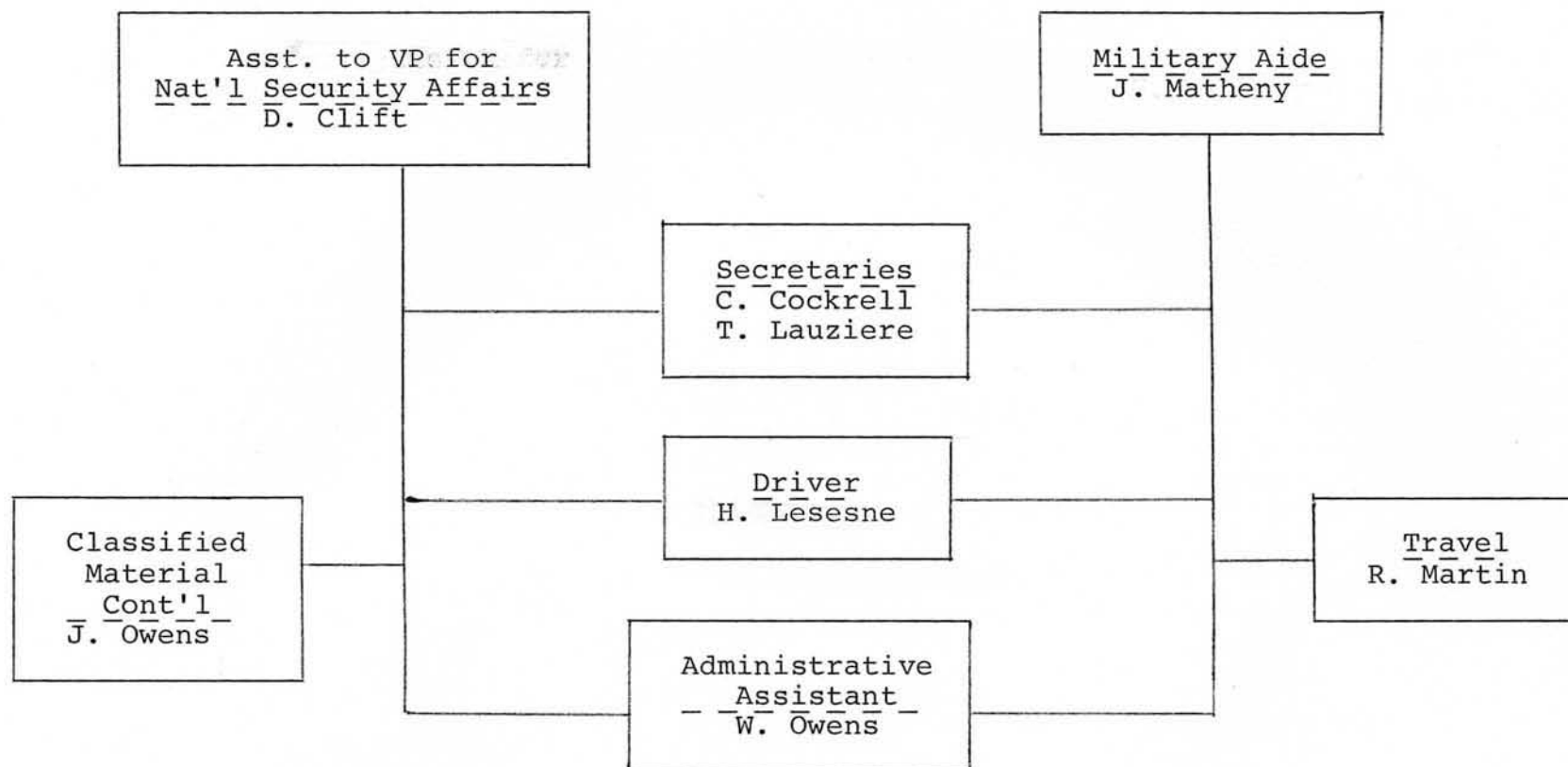
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3. Handle Mrs. Mondale's correspondence as well as that of the children when necessary. (Both correspondence units to be available when necessary.)
4. Coordinate all social events at the residence.
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6. Assist Mrs. Mondale in the day-to-day operation of the residence.

Military Unit

FunctionsNational Security Advisor

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Military Assistant

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3. Maintenance of official residence.
4. Supervision of other military personnel such as aides, stewards, drivers.
5. Administer academy nomination program.

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