The White House: Moving Out/Moving In

Part I: Introduction and Panel Discussion – Presidential Moving Day: White House Records and Families

January 15, 2009

How does a first family prepare to move into the White House? How does a President-elect plan to govern from day one—and through his first 100 days? What role does the outgoing President play in assisting the newcomers, and where do his official papers go? A panel of scholars and former White House staff discussed keys to a successful White House transition. This program was presented in partnership with the White House Historical Association.

Part I: Introduction and Panel Discussion - **Sharon Fawcett**, Assistant Archivist for Presidential Libraries, National Archives & Records Administration; **Neil W. Horstman**, President, White House Historical Association; **Frederick J. Ryan, Jr.**, Asst. to the President, 1982-1989; **Ann Stock**, Deputy Assistant to President Clinton and Social Secretary at the White House, 1993-1997; and **Gary Walters**, Chief Usher, Executive Residence, The White House, 1986-2007.

SHARON FAWCETT: Good evening. My name is Sharon Fawcett, and I'm the Assistant Archivist for Presidential Libraries, and I want to welcome you to the National Archives on this very chilly evening. A new administration is about change, but here at the National Archives and I expect at the White House Historical Association, our "C" word is continuity. Long before the election, we were planning this move. No matter how exhausting our schedules or the scores of problems large and small that must be resolved each day, we are thrilled to be a part of the unbroken, peaceful transition of power, the continuity of our government.

To understand the historic context of this move, I urge you to pick up a copy of Nancy Smith's article in this month's "Prologue." It's laying on the back table. There's a Xerox copy of it. It's entitled aptly "Escorting a Presidency Into History: NARA's Role in White House Transition." Nancy would actually be doing this panel tonight, but she's busy doing escort duty. I'm--I'm really grateful to her and her staff and all the people here at the National Archives that are working on this move.

I'm also grateful to their families, who are allowing them all this time, these many hours that they're putting into this job. Now I can say I go back to the 31st president, and a prize for whoever knows who that is.

MAN: Herbert Hoover.

FAWCETT: Herbert Hoover. Good job. The first president in the chronological order of our presidential libraries, but Neil Horstman trumps that. His association goes back to the first president. I don't think he knew him, though.

[Laughter]

Before joining the White House Historical Association, first as the executive vice president and later as president of the association, he was the director of Mount Vernon. director of the first president's home and the title president. How cool is that? It's just perfect. Anyway, I welcome Neil tonight to the National Archives to introduce this evening's program, brought to you by the White House Historical Association, and our two distinguished panels. Thank you, Neil.

[Applause]

NEIL HORSTMAN: Thank you, Sharon. I think there were probably a few late nights in the large dining room that George and I did talk, if I remember right. It's been a long time ago.

[Laughter]

The White House Historical Association is pleased to sponsor this program this evening with the National Archives, one of our partner institutions we work with very closely and obviously with our mutually complementary missions, and we always enjoy working with Sharon and the staff and to do these programs periodically, and we're so glad so many of you, as she said, decided to come out on this cold evening to be here. We have actually two parts of the program tonight, two separate panels, and when we are done with the first panel, we're going to have the shortest break in history, enough for you to get out of your chair, stretch your legs, and sit back down, and we'll bring the second panel on.

So before I introduce the moderator of the first, I would like to recognize and thank John Riley, who is our director of scholarship and education who is responsible from the White House Association side for putting the program together.

Our first moderator this evening is Frederick J. Ryan Jr. Fred Ryan is president and CEO of Allbritton Communications Company, as well as Politico and politico.com. From 1982 to 1989, Mr. Ryan served in the White House as assistant to the president. His responsibilities included direction of presidential appointments and scheduling and

development of communications strategies and directing of the White House Private Sector Initiatives Program. He served as director of the outgoing transition from President Ronald Reagan to President George H.W. Bush and served as chief of staff to the former president Ronald Reagan. He is chairman of the Reagan Presidential Library Foundation and, I might say good for us, is also vice chairman of the White House Historical Association. So, Fred will introduce you to the other members of the program. Please welcome Fred Ryan.

FRED RYAN: Thank you.

[Applause]

Thank you. Thank you, Neil and John Reilly, for all you've done to pull this together. I think the buzz in Washington is all about inaugural and transition, and we are very excited tonight to have 3 people who have literally had front row seats to presidential transition, and they're going to share some stories with us. Let me just briefly introduce them. Of course, our host this evening—hostess Sharon Fawcett. She started off as a staff archivist as the L.B.J. Library, and now she is the assistant archivist for all the presidential libraries and responsible for this tremendous movement of records that's going to be taking place in the next few days, and we'll hear from her about that. For you movie buffs, you may recognize the movie "National Treasure." There was a character called Abigail Chase, and she's our Abigail Chase.

FAWCETT: My children were very impressed by that movie.

RYAN: Next, seated in the middle, is Ann Stock. Ann was social secretary to President and Mrs. Clinton. She's now vice president of the Kennedy Center, and if you think the people organizing the inaugural have got their work cut out for them, she is organizing an event with Oprah Winfrey at the Kennedy Center next week.

ANN STOCK: And it's hard.

RYAN: That's going to make the inauguration look easy. And finally, Gary Walters. Gary has been at the White House 37 years. 21 years ago, he was appointed by President Reagan to be the chief usher. They say that each year in the White House when they talk about presidents counts for 10 years. That would make Gary about 370 years old, and I learned despite that long life he has never been to a presidential inauguration, which makes perfect sense because he was working through every one of them, but we're going to have a chance to take questions. I think I might ask a couple to start it off, and then I've asked if I could have two minutes at the very end because you're going to be hearing a lot about when right at presidential transitions, and I'm going to tell you a story about—first time ever public--about something that went terribly wrong. It was embarrassing, and you'll

hear it first about it tonight. So that's--in TV language, that's a teaser to keep you engaged.

Why don't we kick it off with some questions? First off, I thought maybe for Gary Walters. We're all amazed at this peaceful transition of power. Someone leaves the White House the morning as president of the United States, living in that house. Someone arrives, who's never been there before but as a guest, but somehow during that brief period of time, everything is moved in, and everything is moved out. Can you tell us how that happens?

GARY WALTERS: Well, not everything is moved in and out. The personal quarters of the first family is changed. The object that we set out to accomplish on inaugural day from the time the president-elect and the president leave the White House and go down to the Capitol for the inaugural is that the house makes a change. It ceases being the home of this president, George Bush, and becomes the home of Obama and his family. The packing is all done. Their clothes are hung in their closets. Their favorite foods are in the kitchen. The boxes that were earlier in the day stored in various rooms when they arrived that morning are completely empty. There are no partially empty boxes.

The concept is that the president and his family walk into their home and are comfortable seeing photographs of their family on various tables. The things that have gone forward have been discussed by the president-elect and Mrs. Obama with the chief usher. Soon after the election takes place, usually in mid-November, those conversations begin and carry through to inaugural day, and the house is literally transformed into a home for the incoming president.

RYAN: Terrific. Speaking of transformations, we know that the people's work never stops, and I just wanted to ask Ann people arrive in the White House ready to assume jobs, to serve the first lady, whose work never stops. Many of these people have not been in there except for a brief visit. In many cases, they don't even know each other. How does it get started? How do they hit the ground running?

STOCK: Well, actually, this transition is probably a model for going forward, and I'll tell you why. If you look at the decisions that have been made very quickly since the election, Michelle Obama and the president-elect have moved very quickly to do a number of things. First, make the house a home, and the way that they did that is if you look at the decisions that got made—and this is all going to lead to an end here. If you look at the decisions that got made right off the bat, they visited the house to see what they need to do, they basically selected a school, and then the next big decision that Michelle Obama made was the staff. She has a staff of 26 people, and they come together very quickly. She started making those decisions in mid-November, but the important thing, I think, to know about the staff and to your question how do they come together, they were selected very early on unlike a number of other first ladies' staffs, and they are working on the

transition together, and that will help them inordinately when they move into the White House. The reason being is they're working with a lot of the West Wing staff, they're working with each other for the first time, and they will know each other by the time they get to the White House.

The key here that's different, too, is that the next big thing that everybody has to learn is how to work and interact with the White House staff. So there is a professional staff that interacts with her staff. It's about, what, 90, 92 people?

They stay presidency to presidency, and they're really the glue that holds everything together, and they're an extraordinary group of people, but selecting that staff and melding them together is what's happening right now, and it's really critical that they were selected early, and they can work together on the transition because what happens after that is the next hundred days that they literally have to plan and be ready for the day after the inaugural balls. And the first hundred days ends with the Easter Egg Roll, and there are, what, 200 or 300--probably 100 to 150 events that happen between now and then, so they work very well together very, very, very quickly.

RYAN: They'll be busy from the start.

STOCK: Oh. I think that they don't even know how busy.

RYAN: I think everyone knows that every document that belongs to the president or is sent to the president is preserved for history by the National Archives, and now in the digital world, it's not just paper documents. It's e-mails, text messages.

How in the world do you gather all these materials for a president who's leaving and then have a new president able to come in without skipping a beat and be able to communicate and preserve those records? I know you're responsible for that, Sharon. Tell us how you do that.

FAWCETT: It's a gargantuan task. The records that we will take in for the Bush administration dwarf what we've ever taken in in the past. About--we maybe have maybe 3 terabytes of electronic information here in the National Archives. We will be taking in over 100 terabytes from this administration. That is a huge number of records. How will we do it?

We've been planning this administration's transfer for the last 8 years. We like to say that we begin planning for a transition the day the president moves into office. Anyway, we've been in the process of developing what we call the Electronic Record Archives. We have stood up a special interim instance of this Electronic Record Archive. The Archive, the ERA as we call it, is not totally complete, but we completed enough of a segment of it to take in the Bush records. There's a little bit of a hybrid system. At the end of the Clinton

administration, we had no ERA. We had to basically clone all of the systems that they used to make them available and accessible to us. Most of those material will come into the ERA system, but we do have two clone systems that we'll be using in this administration. One is for the photographs, and one is for the record management system that index the White House textual records.

RYAN: Gee, what about the computers? Do you take the hard drives out of the computers themselves?

FAWCETT: We do take some of the hard drives out of the computers. They come into the National Archives. How we're doing this, we, um, we take what we call affectionately big, fat disks, BFDs, to the White House...

[Laughter]

We hook them up to their servers. Actually, they're not in the White--most of them aren't in the White House. They're in other locations. We hook them up to their servers, download the information to our BFD, and then we take the BFD to our ERA site and ingest them into ERA system. So the records, the actual electronic records will not go to Texas. They won't be sitting in the Bush Library in Texas. They'll be sitting in a special storage facility, and our staff will access them through their computers.

RYAN: Interesting.

FAWCETT: And OA, the Office of Administration, will be busy putting in new hard drives into the empty computers and getting the new OA system up and running for the next administration, so by the time the first staff members arrive, they have a computer to use, and, no, it's not true. Nobody took the "W" keys.

[Laughter]

RYAN: Here's a question Gary Walters would know, and maybe he could share with us. Who pays for this? Who pays for someone to move in and out of the White House?

WALTERS: Well, for the personal effects of the first family, it's actually the first family that pays for that. Now the incoming family usually uses transition funds, but the president who's moving into the White House, it's his responsibility to get the personal effects, furniture if they decide to bring it, to the White House on inaugural morning in conjunction with the Secret Service for security aspects of the move that are taking place, and at that point, the drivers of that truck are there to deliver the goods, and they don't ever step inside the White House. For security and for privacy reasons, only the residence staff moves the president-elect and soon-to-be the president into the White House, and the converse is true for the president that's moving out that only the White House staff moves

those things out, and they are put on a truck at the South Portico on that morning, anything that's left that hasn't been moved out prior, and it once again is the cost of the family that's moving out to move those things, in this case down to Dallas or to the ranch so that they have their own costs, their own responsibilities.

One of the other things that people don't know is the president pays for all of his food and beverage for he, his family, and their personal guests, and the first time I handed a bill to the first lady was quite a questioned look on their face, but that is the case.

FAWCETT: The move of the records is paid for the by the government. The National Archives has an appropriation that covers the costs of the move. Most of that money is used to reimburse the Department of Defense because it is through the Department of Defense that we effect the move. They provide the planes and the trucks and much of the manpower to actually physically move the boxes from the White House to the Archives to the location in Texas.

RYAN: Interesting. Ann, when you were social secretary, the first family had a young child, as do the Obamas. How does that impact on the role of the first lady and the president?

STOCK: Well, it actually makes the house a lot more fun. I think the first weekend that Chelsea was in the White House we were trying to figure out ways to introduce her to the house, and she had 4 friends spending the night, and the Usher's Office helped put together a scavenger hunt throughout the house, but there's lots of laughter, there are lots of children around. I also think that any time there's a child there much more attention goes on the White House in a very different way because you're seeing the house and living history through the eyes of a child versus the president and first lady, so a lot of times, you're going to see the Obama children just be fascinated by what's going on there, but it just brings life to the White House, and it brings life for everybody who works there, as well as for the president and first lady. I always think also with a child there--I mean, look at--take a look at the Obama family right now.

Really for the last 4 years, President Obama has been a senator going back and forth to Chicago on the weekends. Didn't really see his family that much during the week. During the campaign, he didn't see his family that much, so the nice thing about moving into the White House with a family is they live over the store, the girls will come home from school, and they will be able to run down the hall to the Oval Office and see their dad, or their dad will come--again, go back to the thought that moving into the White House you're actually moving in a family and making it a home. And I think people ask with children--I'm asked all the time can it be normal in the White House when your father's president, your mother's first lady, and you're a kid living in the White House, and the answer is definitively yes because children are children. They go right back to their regular routines. I think with the Obamas what will be very nice is that Michelle Obama's mother is moving

in, so their life as they know it, getting up, having breakfast, going to school, coming home, the new thing for them will be is, like, "Where's my snack?" You know, "Where do I have my snack?"

But it's learning the White House, but it is—their routines don't really change, and the White House adapts to essentially, if you will, the rules of the family, so mom and dad rule, the White House adapts and puts in place whatever--as Gary said, what they like to eat, how they like to do things, what games they like, where they like to gather at the end of the day, but it really--everybody works very hard, including the first family, to make it a home for the children.

RYAN: How do you, though—how do you protect the privacy? I mean, there are moments with my children that I would not want to have public, and I suspect the first family is the same. How do they protect it?

STOCK: I think you're going to see this is a little bit different than when Chelsea was there because now everybody had a cell phone with a camera, but I think you're going to see--you're going to see kids and people at school be very vigilant about that. You will--I mean, the moments--the moments that happen with your family are just like the moments that happen in the White House.

They're going to be upstairs, and the moment, I think, when everybody--on the State Floor, everybody's on their best behavior, but I think—I do think the idea of just electronic communication and pictures and posting things on the Internet, you will see a bit of a difference, but I think at the beginning of the Clinton administration, they were very, very adamant, I think, with the press about this is a child, this is a 12-year-old child who did not run for office, and I think a lot of the press people had children that same age and understood what they're going through and want them to have their childhood. So I think while there's not a pass completely on the children, I do think people are very protective of--Gary, what do you think?

WALTERS: I agree. It doesn't help, though, when some of the children are children.

STOCK: Right. It's true! Ha ha ha!

WALTERS: I received a call from the press one day and said, "Mr. Walters, you need to go up on the second floor and pull Chelsea in from the window ledge." She literally had crawled out on the window ledge outside...

STOCK: She wasn't jumping. Ha ha ha!

WALTERS: outside and was sunning herself on the window ledge in view of the press, and the press were all taking pictures of this and called and said, "You better go retrieve her." So children, as Ann said, do bring an entirely different life to the White House.

STOCK: You can't program them. I mean, they will--you will have that moment.

RYAN: Right. For Sharon, there are so many documents. How do you define, when you separate these, what is personal and what is an official document? For example, if Sasha writes a letter to her dad, does that now become an official presidential record that people are going to see, or is there--how do you make those distinctions?

FAWCETT: That's a personal document. We look at the Presidential Records Act, and it says that records that reflect the Constitutional and statutory duties of the president are the official governmental, presidential records.

A letter, correspondence with his family, not a presidential record. It's a personal record. Now there are times--if the president writes a note to the first lady about the seating at the head of state dinner, that becomes a letter that reflects the personal--or the Constitutional and statutory duties of the president, so that would become a official record. Sometimes, it's necessary, because records sort of fall into a gray area, to do some redactions in a letter that we make public if it's personal information that the president wouldn't want opened. If we were going through the files and found, for example-- even though most of the file is an official file, if we found Chelsea Clinton's report card, we would treat that as a personal record and return it to the president and first lady.

RYAN: She might go onto that ledge again otherwise.

FAWCETT: And a diary. You know, presidents sometimes keep diaries. Ronald Reagan kept a wonderful diary, which the Reagan Library Foundation recently published. It's a fantastic diary. It's a personal record. There is an official diary of the presidents kept by the White House Diarist, and that diarist actually works for the National Archives and puts together a compiled schedule every day of the president's activities, who the president talked to. I think we have somebody on the second panel who's going to talk a little bit about that White House Diary.

STOCK: It also is interesting, though--like, I think of, like, my official records going out of the White House, and I was sort of stunned by the boxes that went out and how much information is collected.

FAWCETT: There is. An interesting thing about the White House, it's small. Fred, you were there. You know how small those offices are? Not all the records will stay in the White House during the president's term of office. Many of them come over to the National

Archives, and we store incumbent presidential records in this building. When the White House needs them, they call us up, we get the records back to them in under two hours.

RYAN: Terrific. I know some people in the audience have questions, so I thought maybe those who do if you want to make your way to the microphones, and we'd ask them to be questions and not speeches, so if you keep them concise, but while they're doing that, I wanted to ask Gary a question, if he will be revealing to us, and that is--if you don't want to mention names, it's OK, but what types of missteps or major adjustments do first families have to make when they come into the White House. Where have they had to redirect over the years.

WALTERS: The major thing that I think the president and first ladies both don't realize the demands that are going to be placed on their time. There have been past families that have come, and they're wondering what they're going to do on the weekends, how are they going to fill their time. I can tell them. It's not a problem, but it is--it's difficult for them to understand the demand, the number of people, like Fred Ryan, that are going to be pulling them in for various meetings and to make decisions and things. This family will have the difficulties of a family with children. How do I segregate time for family? That is a major issue. It is not an easy one to deal with, and I think that's the thing that they're going to have to deal with early on. It will change over time. The girls are going to get older in the years while they're at the White House, and their time will become more attuned to things that they want to do as opposed to things their parents want them to do.

STOCK: And it's also—just to follow on that. I mean, Gary and I were talking before the panel. I mean, look at today when you're talking about time and what you may have planned for years--or the last month in the White House of what you're saying is going to happen today, and then a plane crash happens or a natural disaster happens, and no matter what you've planned, you have to swing into action on these other things, and it takes over, and very quickly, it gives new meaning to really 24/7, and with news cycles no longer in certain places where you could say something at 7:00 at night and have it hold till the next morning, the advent of 24/7 news is very different, too, because something's always happening day and night that interrupts the time of the president and can interrupt the time of the first lady and the family.

RYAN: Mm-hmm. Um, question for Sharon while people are—feel free if you have questions to come to the microphones so we can start that. Sharon, researchers and historians are obviously very interested in getting access to presidential papers, and we know there are a lot who are very anxious to get access to this particular president's papers, but the library won't be ready for a few years. How are these taken? Are they sealed in boxes, are they accessible? How soon will people be able to have access to those?

FAWCETT: Well, in accordance with the Presidential Records Act, the records are available to the public through mostly Freedom of Information Act Requests 5 years after the president leaves office. Now during these 5 years—and this puts it for President Bush's records January 20, 2014. In the meantime for the next 5 years, our staff--and we'll have the largest staff of archivists that we've ever assembled for a presidential library, 18 archivists working in the collections, in the boxes, rehousing them, reviewing them, preparing them for opening, and opening as many as they can. Now there are millions and millions of pages. We won't get that much open compared to the whole volume of material, and remember, 100 terabytes of electronic records. We won't even be able to process one terabyte in the next 5 years.

So most of the records that people will request, they request through Freedom of Information Act Requests. However, during this 5-year period, if the Congress or the incumbent president or the courts need access to the records, there are provisions in the Presidential Records Act for filing a special access request, and our staff will search and find the relevant material and provide it to the appropriate people.

RYAN: So if a senior person wants to do a book, as often happens--say, Ann's successor, the social secretary wants to do a book about her time in the White House, is she able to get access to her papers during this time, or does she wait 5 years?

FAWCETT: She may. She needs to work through the former president's office, and if the former president authorizes it, we'll provide access to the papers that she received or created.

RYAN: Terrific. I see we have a person with a question.

WOMAN: Uh, yes. My question is how is a record defined? Who interprets what the Presidential Records Act actually means? Are there, for example, physical artifacts that become a part of the record? So could you just talk about the extent and limit of records?

FAWCETT: That's an excellent question. The Presidential Records Act defines what a presidential record is. It's records that are created in the course of the Constitutional and statutory duties of the president. However, it leaves it to the president to manage those records. The records management responsibility of the president is the president. We at the National Archives provide assistance and guidance to the White House. We have this publication here "Guidance on Presidential Records," which we hand out freely to incoming administration officials. We have already been meeting with President-elect Obama's transition team and providing them the kind of guidance on what their records responsibilities are because good records management at the beginning of an administration makes the transition and the move out later on much easier.

RYAN: Terrific.

FAWCETT: Oh, you asked about artifacts, too, I think. Mostly the artifacts, head of state items are gifts to the American people. They actually come to the General Services Administration, and the National Archives has worked out with the General Services Administration an arrangement whereby they end up in a presidential library. Many people send the president gifts. President Bush received lots and lots of cowboy boots and rifles and other sorts of memorabilia. Those items come to us under the gift receivable authority of the National Archives and are deposited here in the National Archives for the presidential library. If the president chooses to keep a gift--if you give the first lady a cashmere coat and she decides she wants to keep it, she may do that, but she must declare that on their income tax return. The value of that coat goes onto her income tax return. If she chooses to have it come to the National Archives, then we have it. Now we don't keep every gift that comes to the president.

[Laughter]

We would have boxes and boxes and boxes of T-shirts and baseball caps and things like that if we did. So we have guidance that we give to the White House Gift Office on the sorts of things that we like to keep. We do like to keep handmade items. There are lots of beautiful quilts and things like that in the presidential collections, and we love displaying those.

RYAN: Terrific. We have a question on this side.

WOMAN: You have, what, two hours to move them in and out? How--5? [Laughter] So how many staff are involved? Is the entire White House staff involved?

WALTERS: Well, from the time the president leaves to go down to Capitol Hill until he comes in from the reviewing stand in front of the White House, so that's usually right around 6 hours from about 11:00 in the morning till about 5:00 in the afternoon. The staff that's used to move them in is just the residence staff. There's 93 people on the residence staff. Of course, some of those are kitchen staff that are preparing the evening meal because obviously when they come in from the reviewing stand after the parade they're getting ready to go off to the inaugural balls that night, but somewhere in there, they have to have some food. So there's a number of the staff that aren't involved, but it ends up being around 60 people that do this transformation, and one of the things that I would like to add is everybody focuses on the presidential move and talks about the second and third floor of the residence, but nobody gets to see that. The one thing that also transitions on inaugural day in that 6-hour period is the Oval Office and the adjacent areas to that, the cabinet room and the president's personal office, and that is something that is very interesting to the press.

Who did he choose to have a bust on the table? Whose portrait is on the wall? What kind of books are on the shelf? Did he keep the same carpet? Did he keep the same desk?

There's a myriad of changes that are going on in the president's personal office. The residence staff takes care of that, also, and so that's all done within that 6 hours, and it's about 60 people. I hope that answers--

WOMAN: Can I ask you a follow-up? When--for President Bush's arri--his possessions arriving in Dallas, does White House staff unload that, too, or are there--

WALTERS: Absolutely not. When it gets loaded on the trucks at the South Portico, it's out of my hair.

WOMAN: OK. Got it.

STOCK: But it's interesting to watch one van pull out and one van pull in.

RYAN: Question over here.

WOMAN: Good evening. I'm wondering if you could address what guidelines and procedures are in place for pets that come to reside in the White House, whether it's a dog, a cat.

RYAN: Gary's got a great story on that he shared with us a little earlier.

WOMAN: And then I have a records question, if I may. I understand traditionally the departing president leaves a note for the incoming president. Is that considered a presidential document?

WALTERS: Well, to my knowledge on that last piece, the president and the first lady usually do a personal note to the family, and to my knowledge, that's not a presidential record. It's personal note to the incoming family, hope for the American people, hope for them to do well in the future. So it's a brief note, and it's a goodwill gesture, if you will. To answer your second question, what kind of pets and guidelines. There are none. Through history, there have been parakeets, raccoons, snakes, dogs, cats, birds, you name it. They've been there. The White House is transformed by the American people's vote into the home of the President of the United States. They do with that home as they see fit. If they want to bring animals, they bring animals. If the animals aren't trained, we encourage them to get them trained.

[Laughter]

RYAN: Have you had to train any yourself, Gary?

WALTERS: Yes.

WOMAN: If I may, I was curious--oh, I'm sorry.

STOCK: I was going to say, Neil, can we put in one plug for at the Kennedy Center in conjunction with the White House Historical Association, we have a new play coming up called "Unleashed: The Secret Life of White House Pets," but it was done two years ago, so who knew that there was going to be a new dog in the White House, but if you want to learn more about White House pets, come see it. It's opening the end of the month.

WOMAN: If I may, I was curious, though, with Barney running all over the State Floors, I was wondering did he have to have his claws trimmed or something not to scratch the floors.

WALTERS: No, that's not necessary. The dogs--Barney really doesn't do as much running around as Mrs. Barbara Bush's dog Millie, who had the run of the place, including being able to know which staff members had treats in their desk, and she would come to the elevator sometime midmorning after she'd been outside and come back in and taken a nap, as dogs have wont to do, and she would come to the elevator. The elevator operator, who's there available to the family--well, Millie's a member of the family—would take Millie down on the elevator. She'd exit the residence, go over to the West Wing, and proceed to go to different staff offices where she knew there were treats, and then Mrs. Bush would call me and say, "Where's Millie?"

And then there's a series of--I don't know whether that becomes a presidential document or not, but there were letters that went out from the president that said, "Stop feeding the dogs!"

STOCK: And then the dog was put on a diet.

RYAN: OK. We have time for, I think, one more question.

WOMAN: Thank you. I was curious about the photographs that are taken at the White House. Are those considered records, and are they all cataloged, the ones taken by the White House photographer?

FAWCETT: Uh, yes. Most—there are some personal photographs of family-only events like the family opening their presents on Christmas morning, but most of the photographs are presidential records. They are of events in the White House of the meet-and-greets, people shaking hands with the president. This administration, the entire collection is digital. It's one of the reasons why we have such a large number of electronic records coming in to the National Archives at the end of this administration.

WOMAN: So are those photographs maintained here then for all the of the administrations, and is that open to the public to research?

FAWCETT: Yes, they're open to the public. In some case through Freedom of Information Act Requests, you can tell us what you're interested in finding a photograph of, and the staff will do a search through the files to find photographs that are relevant to your topic.

WOMAN: Thank you.

RYAN: Thank you. Well, you've heard a lot about things that went right in the administration and how things should be done, and I mentioned at the beginning I was just going to share one thing that didn't quite go right that I thought you might be interested in, and this actually involves the transition I was involved in with President Reagan. He knew he was leaving office because he had served two terms, so he began planning early for his office out in California when he left, and we were able to get it pretty much put together and have it ready for him when he arrived, and we thought he was going to take about two weeks off. They say, "How long does a president decompress before he goes to work?" We thought about two weeks, so we were in there the day after he left office hanging pictures on the wall and all, and we got a call from the Secret Service the president was on his way. So we put on ties, and everyone got ready. He walked in, and we were all set. He took a little tour, he went in his office, and about an hour later, he walked out, and he handed me this list, and he said, "I'd like to meet with these people." I looked at it and said, "OK," and I started looking at it. I didn't recognize any of these names, and I said, "Well, are these family members or friends?" He said, "No. These are people who've been calling." I said, "OK." We realized that the telephone person had hooked up the receptionist's phone on Ronald Reagan's desk and Ronald Reagan's phone on the receptionist's desk.

[Laughter]

Any time some one called the office, they heard, "Hello." "I'd like to speak to"--

[Laughter]

"I'd like to speak to Ronald Reagan." "This is Ronald Reagan," and people were scheduling appointments, and he kept his word. I went out and said, "Unplug that phone." But he kept his word. They came in, and the enjoyed themselves, and a couple of people said, "You know, I'm going to--my neighbor likes Ronald Reagan. I'll bring him back next week." I pulled them aside and said, "No, no. You got in once. That was it."

But I think we are ready to move into--transition to the second part of the program. Thank you all on the panel for being here and for sharing with us.

[Applause]

I think as Neil said, we have a seventh inning stretch, and then they'll start over? Couple minutes.