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COMMEMORATIVE ISSUE

The Inaugurator

News for the 1997 Armed Forces Inaugural Committee

Special Edition

January 1997



photo by Master Sgt. Fernando Serna, USAF
President William Jefferson Clinton is sworn in as the 42nd President of the United States by The Chief Justice of the Supreme Court of the United States, The Honorable William H. Rehnquist.

Inauguration '97



photo by Petty Officer 3rd Class Chris S. Rose, USCG
Marine Sgt. Heath F. Kuhlmann (left) and Army Sgt. Heather Johnsen stand in for the Clintons during the Jan. 12 rehearsal.

"I, William Jefferson Clinton, do solemnly swear ..."

It took 815 AFIC members weeks of 18-hour days, "rock drills," exercises, rehearsals and very little sleep to prepare for the 35 words of the presidential oath.

For more than a year, members from all branches of the service prepared for the uttering of those words and the events to follow. Every detail from how many steps it takes the president to walk to the swearing-in platform to when to move each parade unit was prepared for and rehearsed.

"Being assigned to AFIC is a rare combination of opportunities. We are learning about government, history and joint operations, as well as receiving valuable formal training in many areas. All this, plus the chance to be part of a historic occasion," said AFIC Deputy Chairman Army Brig. Gen. Charles R. Viale.

According to the Constitution of the United States, Amendment XX, Section 1, "The terms of the President and Vice President shall end at noon on the 20th day of January, ...and the terms of their

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Armed Forces Inaugural Committee photo
Branch Chief Army Lt. Col. Craig F. Benedict works out of the Ceremonies command post at the Capitol.

successors shall then begin.”

If it were only that simple.

The day before, at 5:30 a.m., Marine Cpl. Joseph Battista and an AFIC work detail were busy along Pennsylvania Avenue marking color dots on the pavement to make sure each of the 1,266 street cordon personnel knew where to stand.

Throughout the day, teams from J-4 and J-6 were ensuring all the trailers that made up the various command posts and route control points were equipped with properly working electricity and communications.

By 3 a.m. on Jan. 20, J-6's Army Sgt. Bobbie J. Evans and more than 60 AFIC members arrived at Suitland to pick up their gear and box lunches and then scatter to their designated positions throughout the Washington D.C., area.

By 4 a.m. J-6's Marine Sgt. Gary Johnson was in the Joint Operations Center performing radio checks to the Capitol, Pentagon, White House,

Prince George's County Equestrian Center, as well as numerous locations on the National Mall and the parade route.

“Our greatest success is to be so thoroughly trained that if anything happens on Inauguration Day, our people can evaluate and take action so that nobody ever knows about it,” said J-3 Director Army Col. Frank C. Hudoba Jr.

“Everything at the swearing-in ceremony runs off of the timeline.”

— Senior Master Sgt. Timothy Stanton

When the sun finally started to peek over the horizon, the Army's Old Guard and the Marine Ceremonial Unit were sitting down to breakfast at Fort Myer. On the opposite side of the city, Navy and Air Force units were doing the same at Andrews Air Force Base.

Meanwhile, Ceremonies' Army Chief Warrant Officer Richard Vandermolen was at Prince George's Equestrian Center in Maryland where horses were loaded onto trailers for the police escort into the city.

Throughout the twilight hours, 20 radio operators checked communications along the parade route. J-6 Base station operator Navy Petty Officer 2nd Class Andre D. Spratley, was already in the Forward Command Post filtering information, and Public Affairs' Army Sgt. 1st Class Gary A. Jones was in the Joint Information Bureau handling media.

At 10:30 a.m., the street cordon marched into position along the parade route. Shortly before 11 a.m., the president departed the White House for the Capitol.

Army Lt. Col. Craig F. Benedict and Senior Master Sgt. Timothy C. Stanton established a Ceremonies Division command post in the House Ethics Committee's conference room inside the Capitol. From there they coordinated, viewed and made adjustments on the platform, ensuring all



photo by Chief Petty Officer Seth Rossman, USN
Ceremonies Director Tom Groppe (with back to camera) discusses procedures for escorting the president during the practice session held Jan. 12 on the east side of the U.S. Capitol.

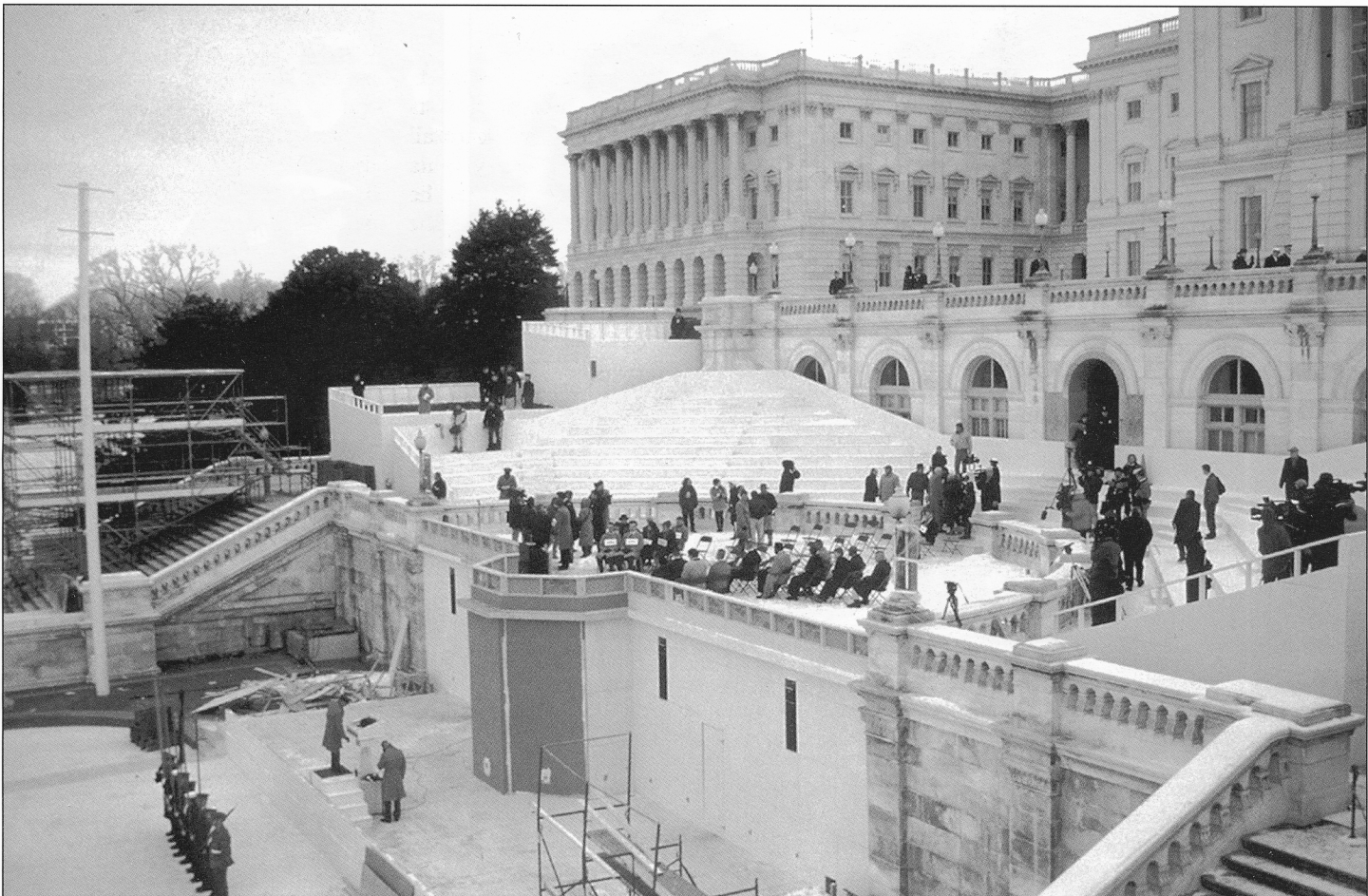


photo by Petty Officer 3rd Class Chris S. Rose, USCG

Participants and stand-ins run through the swearing-in ceremony at the Capitol West Front during the Jan. 12 rehearsal.

their preparations made for a flawless ceremony, Stanton said.

The AFIC coordinated with the Joint Congressional Committee on Inaugural Ceremonies to create a down-to-the-minute timeline for the swearing-in ceremony.

“Everything at the swearing-in ceremony ran off of the timeline: who arrives, when they are announced and where they sit,” said Stanton.

Minutes before the swearing-in ceremony, Stanton was told the toe cards used to mark where the president and the chief justice were to stand were moved around by people trying to get pictures taken at the podium. “We had to go out right before the ceremony was about to begin and duct tape them to the floor,” Stanton said, describing how even the most minute details needed to be taken into account.

As the time inched closer toward the 12 o’clock deadline, the 7,168 square foot platform began to fill up with dignitaries

and invited guests. Benedict radioed instructions to the 3rd U.S. Infantry (The Old Guard) cannoneers across the street and Army Sgt. Maj. Boyd Sarratt radioed the U.S. Marine Band and the Herald Trumpets. The hour of what lie ahead had to happen without incident and with surgical precision.

At 12:04 p.m., the president took the oath of office to a background of clicking camera shutters from five AFIC Capitol Hill photographers and hundreds of other media.

“... so help me God.” Precisely after those words were uttered, the cue was given and the cannons boomed the 21-gun salute, right on schedule. It was a signal to the nation and the world that the United States had successfully completed another peaceful transition of power.

As President Clinton gave his Inaugural Address, Benedict, Stanton and other Ceremonies members frantically worked out final

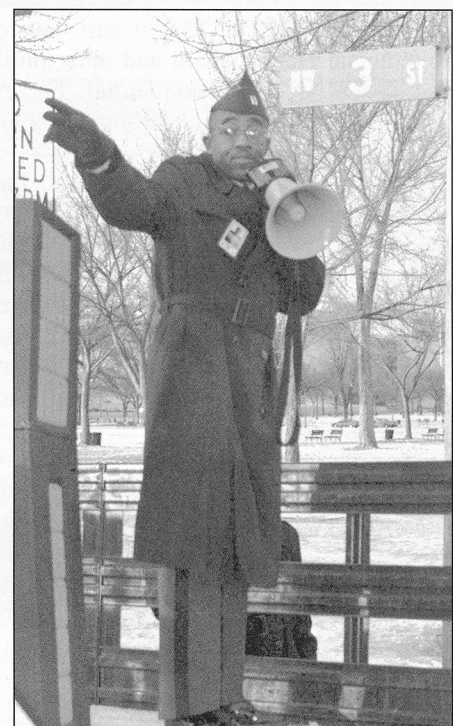


photo by Airman Russ Carter, USN

Army Cpt. Marvin Jones, Merge Control Officer, issues instructions to troops during the 53rd Presidential Inaugural Parade rehearsal.



photo by Master Sgt. Fernando Serna, USAF
 Marine Lt. Col. Timothy W. Foley conducts the U.S. Marine Band, from Marine Barracks in Washington, D.C., in a musical prelude before the swearing-in ceremony.

preparations for the Presidential Escort's Pass and Review and the start of the Inaugural Parade.

Once the Congressional luncheon ended, AFIC Chairman Army Maj. Gen. Robert F. Foley escorted President Clinton, Vice President Gore and their families down the east steps of the Capitol. The U.S. Coast Guard Ceremonial Honor Guard and other military units in the Presidential Escort marched past, saluting the commander in chief.

After the Escort rendered honors, the first and second families entered their limousines, joining in the parade. As the motorcade and the Presidential Escort turned onto Constitution Avenue toward the White House, float controller Marine Cpl. Eric Davis and the crowd of thousands knew the Inaugural Parade had begun.

Navy Airman Dennis Danielowicz, a clerk in the Ceremonies Parade Division, was one of the many personnel along the parade route. In the parade command post, Danielowicz spent his time relaying information to the numerous parade route control points.

"I was responsible for relaying information on cordon members who fell out, and people or units that weren't in place, as well as keeping the different control points

informed as to where particular units were along the parade route," Danielowicz said.

It was a hectic day according to Danielowicz, but the parade went great. It was an effort he credits to his coworkers.

"We had a great team," he said. "I never worked with so many officers or members of the other services. But I worked with a variety of real good people and I really learned a lot."

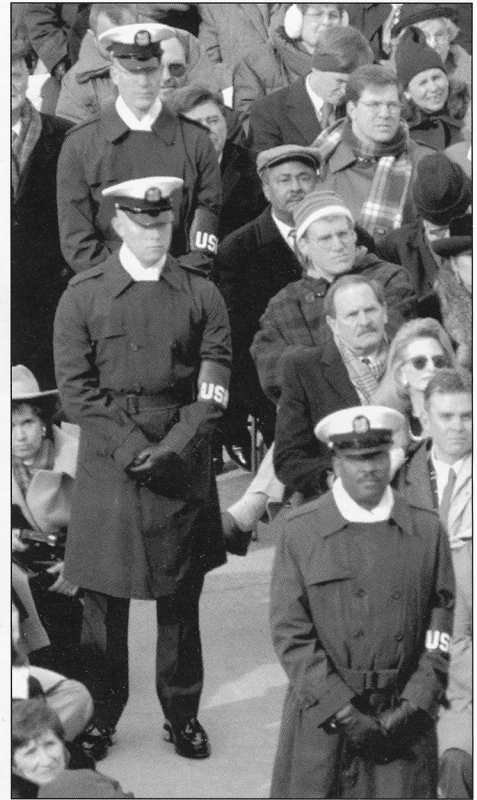


photo by Petty Officer 3rd Class Chris S. Rose, USCG
 Coast Guard military ushers watch the swearing-in ceremony of President William Jefferson Clinton.

At the intersection of Constitution and Pennsylvania avenues and 3rd Street, the five divisions of the parade were anxiously waiting to take their places in the parade. Months of anticipation were final-



photo by Cpl. Joseph Battista, USMC
 Soldiers of the 3rd U.S. Infantry (The Old Guard) set off a 21-gun salute from the north end of the Capitol after President Clinton takes the oath of office.



photo by Master Sgt. Fernando Serna, USAF

More than 1,000 people filled the Capitol West Front stands and seats during the swearing-in ceremony.

ly realized as they marched past thousands of cheering spectators toward the White House and the president of the United States reviewing stand.

After all the units marched in the Presidential Inaugural Parade and returned to their buses for the ride home, Army Staff Sgt. Luis Cruz of J-4 was still there, tearing down and packing up furniture and supplies before he called it a night. The months of preparation and rehearsing had finally come together. The 53rd Presidential Inauguration was an overwhelming success.

At the AFIC "we always strive for perfection, but occasionally we settle for excellence," said Marine Lt. Col. Frank Kennedy, Ceremonies Parade Division chief.

Some AFIC members managed to end the night with a last hurrah. Many people attended the various Inaugural balls in their dress uniforms, not wanting to miss this opportunity of a lifetime.

They would sleep later.

Preparing for an Inauguration

With hundreds of footlockers and files, some Inaugural veterans and a handful of military and civilian planners, the 1997 AFIC joint task force formed more than a year ago, long before the 35 words of the oath of office were uttered. The marching orders: Plan the military support for the 53rd Inauguration.

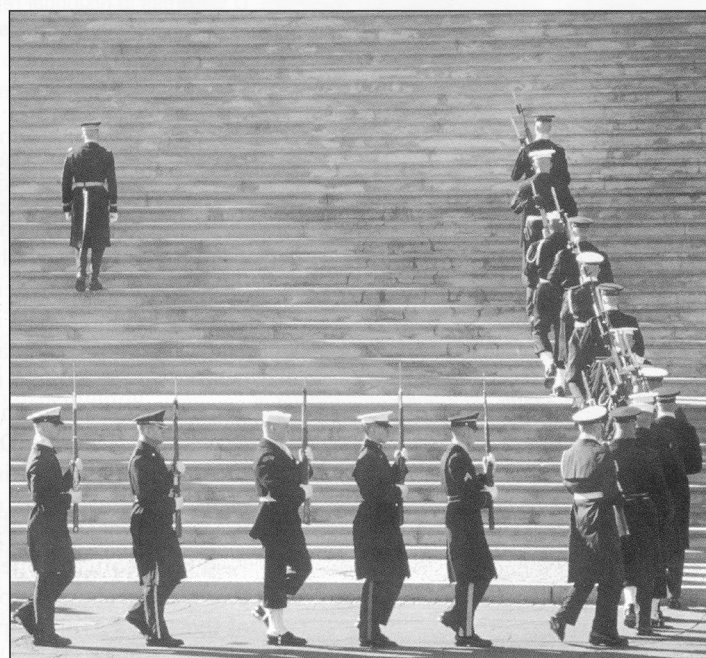


photo by Chief Petty Officer Seth Rossman, USN

The Joint-Service Honor Cordon marches into place on the east steps of the Capitol.



photo by Petty Officer 3rd Class Chris S. Rose, USCG

Soldiers of the Commander-in-Chief's Guard, 3rd U.S. Infantry, stationed at Fort McNair in Washington, D.C., dress in historical replicas of the uniform of the era, carrying 12-pound British "Brown Bess" muskets with 13-inch bayonets. Gen. George Washington established the Guard March 10, 1776 as his personal escort and guard.



Armed Forces Inaugural Committee photo

Marine Master Sgt. Thomas H. Walke, the first committee member to sign on, showed up Dec. 30, 1995, at Fort McNair in Washington, D.C.

Walke said he had no idea what his duty would entail because he walked into a job where literally nothing was in place — including an office out of which to work. The Operations, Plans and Security Directorate noncommissioned officer-in-charge spent most of January culling through footlockers of information.

When February rolled around, a few more bright faces showed up to sign aboard. One of those was Army Capt. Robin Carrow, the plans officer for the J-3 Operations

The Presidential Color Team marches past President Clinton, his family and AFIC Chairman Maj. Gen. Robert F. Foley.

Division.

The two visited the location that would possibly become the Armed Forces Inaugural Committee home. Walke had quite a reaction when he first saw the state of the building which had been vacant for two years.

"I was like 'no way,'" said Walke referring to all that was necessary to make the building habit-

able. "Safes were all over the hallways, and it was torn up everywhere."

After the building was renovated by the General Services Administration with the help of reserve Navy Seabees from Fort Belvoir, Va., the build-up of the AFIC finally began.

Once the offices were ready in April, about 30 people moved from Fort McNair to the Suitland, Md., headquarters.

The Operations Plan was a "monster."

— Maj. Sarah J. Corbett



AFIC Chairman Maj. Gen. Robert F. Foley escorts President Clinton, Vice President Gore and their families down the steps of the Capitol. photo by Chief Petty Officer Seth Rossman, USN

“In May and June, through July, we inprocessed the core staff – the people who had a permanent change of station,” said Army Master Sgt. Victor A. Palmer, the Personnel Directorate non-commissioned officer-in-charge.

At the same time the core staff was inprocessing, a few key people, burning many midnight oils, produced the Operations Plan – a “monster” according to Air Force Maj. Sarah J. Corbett, the Ceremonies Directorate communications coordinator.

This 1,600-page document would carry the planners through the fall and winter, as it explained and provided guidance for the events of Jan. 20 in intricate detail.

The first indication Corbett had that the OPLAN would be a lot of work was that the OPLAN from the last Inauguration was “rather thick.”

Two work groups, a review group and a typing group, formed in mid-June to complete the first OPLAN draft by July 1 and the second a couple weeks later. In addition to sitting on the review group

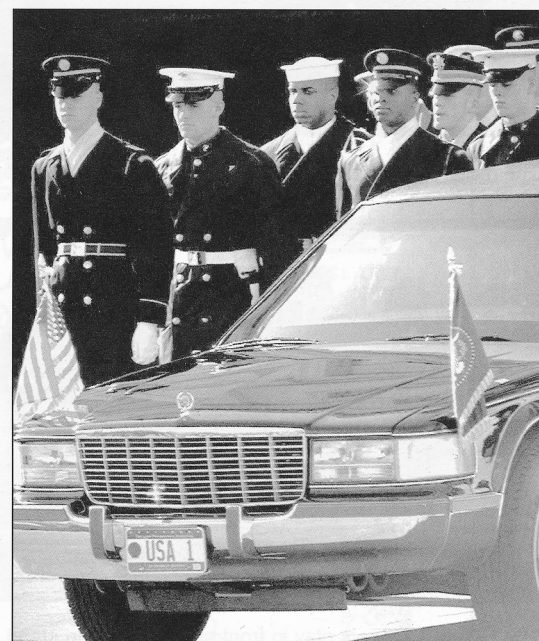
as representatives for their directorates, Corbett and Navy Lt. Gina Roberts, the Logistics Supply and Services Division assistant chief, worked as liaisons between the review and typing groups to ensure work flowed smoothly.

While most committee members were methodically learning their jobs, Corbett said members on the two groups worked 24- and 40-hour shifts.

“It was a very painful process to get where we got,” said Air Force Lt. Col. R. Gayle Fults, who not only served on the review group, but also as the final review administrator. “I can’t compare it to anything else I’ve ever done because I’ve never been involved in anything so enormous from beginning to end. ... In spite of how massive it is, it is a very good product.”

Gunnery Sgt. Teresa B. Wooten from the J-3 Plans Division agreed the result was very helpful. “I read the OPLAN when I got here and was able to understand the operation.”

She added it was easy to understand and very detailed, right down to “make a left at this corner.”



The Capitol Honor Cordon awaits the departure of President Bill Clinton from the Capitol steps after his Inauguration. photo by Chief Petty Officer Seth Rossman, USN

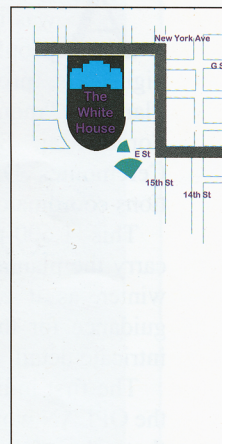


The military component of the Presidential Escort, lead by AFIC Chairman Maj. Gen. Robert F. Foley, marches along Pennsylvania Avenue on the way to the

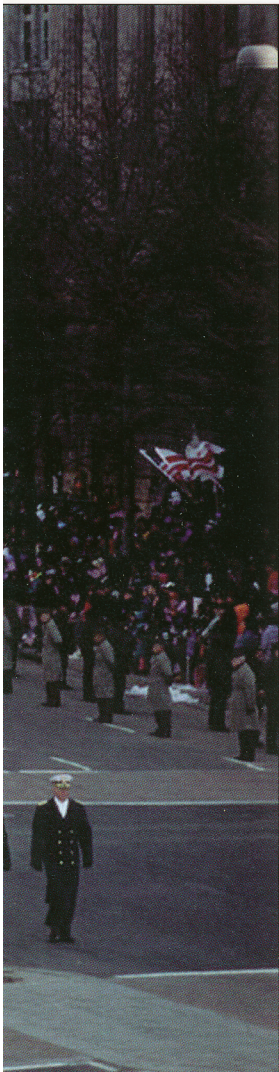


The Herald Trumpets play in front of the reviewing stand during the Presidential Inaugural Parade.

photo by Airman Russ Carter, USN



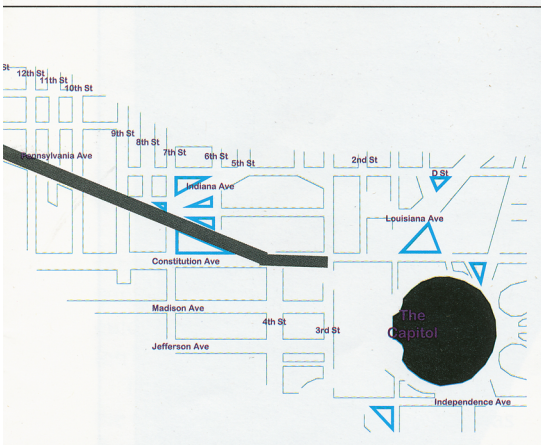
The 53rd Presidential Inauguration at 3rd Street and



Armed Forces Inaugural Committee photo of the parade route leading to the White House.



Armed Forces Inaugural Committee photo of the Fife and Drum Corps, 3rd U.S. Infantry (The Old Guard), marching during the Presidential Escort.



Armed Forces Inaugural Committee illustration of the Inaugural Parade route along Pennsylvania Avenue, beginning at 17th Street.



Armed Forces Inaugural Committee photo of members of the U.S. Army Band (Pershing's Own) preparing to march in the Presidential Escort before a crowd of thousands.

1,266 Military Men, Women Form Street Cordon Two by Two

BY CPL. JOSEPH BATTISTA, USMC

One little, two little, three little Marines; four little, five little, six little airmen; seven little, eight little, nine little sailors; ten little cordon soldiers ... as well as a Coast Guardsman or two.

About 1.6 miles of blacktop were lined by these brave souls who volunteered to stand in the cold for hours to honor the 42nd president of the United States.

Exactly 1,266 service members lined Constitution Avenue and Pennsylvania Avenue Jan. 20, to form the Presidential Inaugural Parade's Street Cordon, according to Army Lt. Col. Edouard Peloquin Jr., Ceremonies operations officer.

The street cordon consisted of service members standing on both sides of Constitution and Pennsylvania avenues 10 meters apart along the entire parade route.

Both ends of the parade route, Pennsylvania Avenue in front of the White House and Constitution Avenue on the north side of the Capitol, were lined by a group representing the five military services. In between, each service covered an equal portion of the parade route.

Lance Cpl. Sam Carodine, an audit clerk for B Company, Headquarters Battalion, Headquarters Marine Corps, in Arlington, Va., was one of those to salute the president during the Inaugural Parade.

"I volunteered," said Carodine, "because it was an opportunity to see part of the Inauguration and be involved in something very American."



photo by Petty Officer 3rd Class Thomas M. Smith
Members of the Joint Street Cordon march into position on Pennsylvania Avenue during the 1997 Presidential rehearsal.

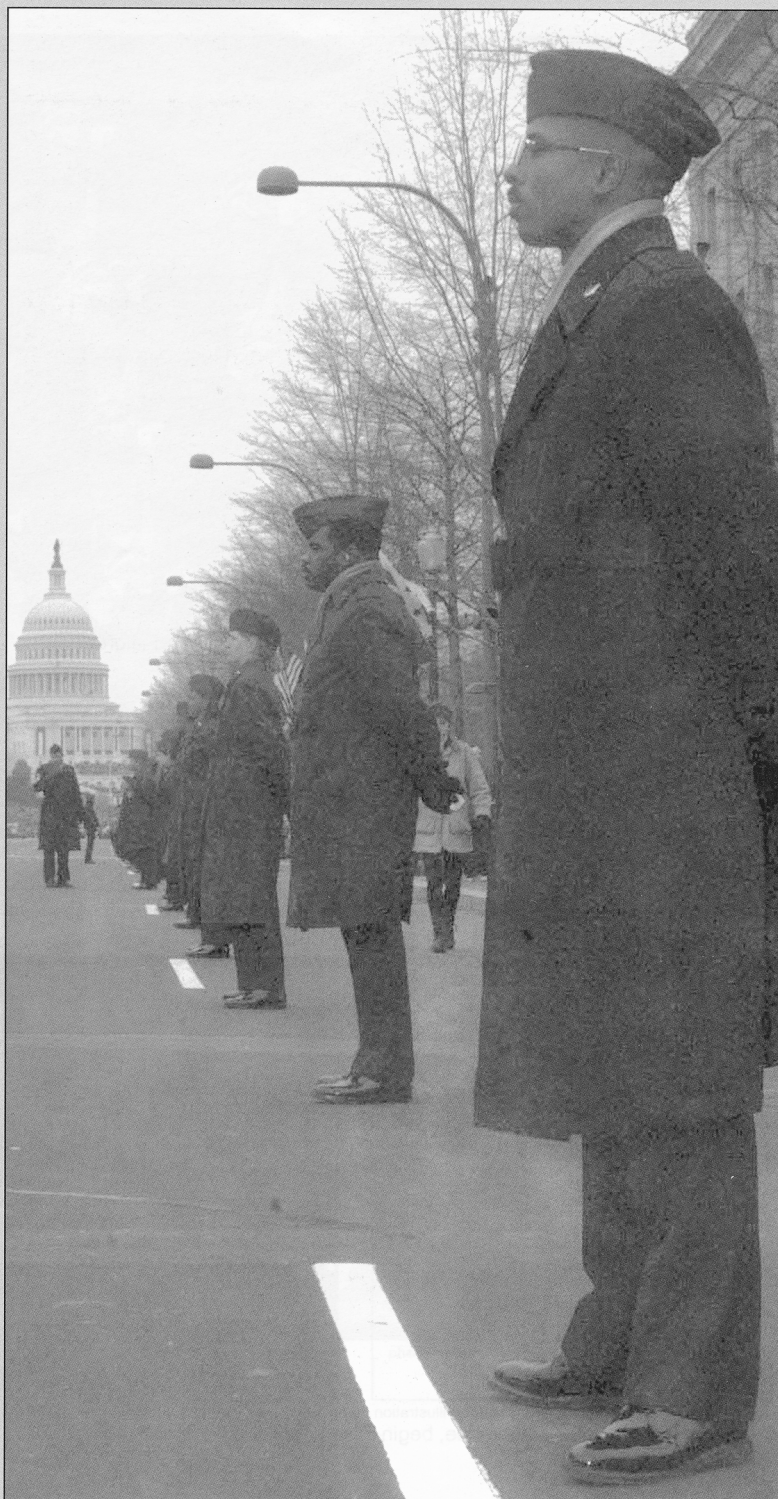


photo by Sgt. Tonya K. Townsell, USA
Air Force Staff Sgt. Brian McLendon, a communications technician at Andrews Air Force Base, Md., served as one of over 1,250 members of the military Street Cordon.

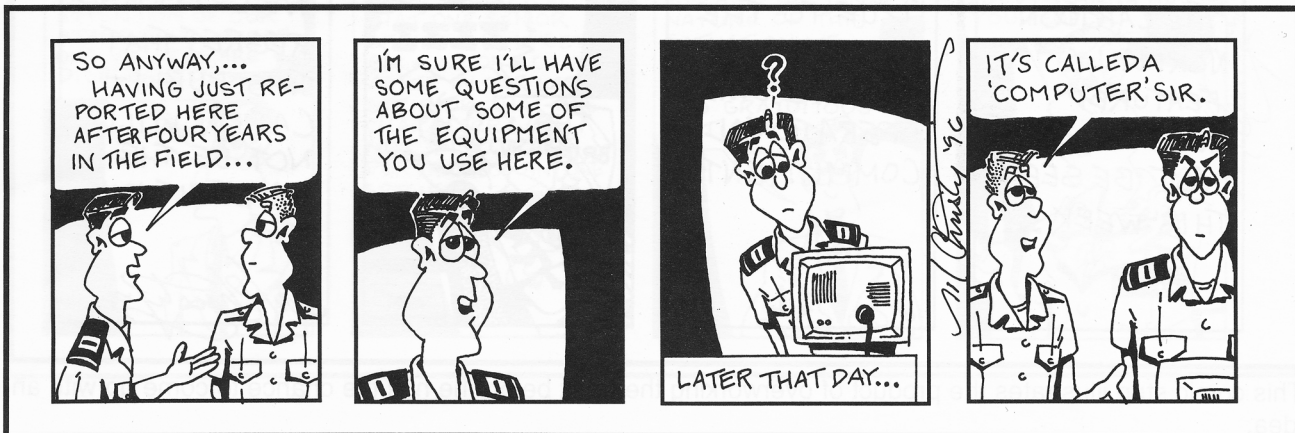
The Best of

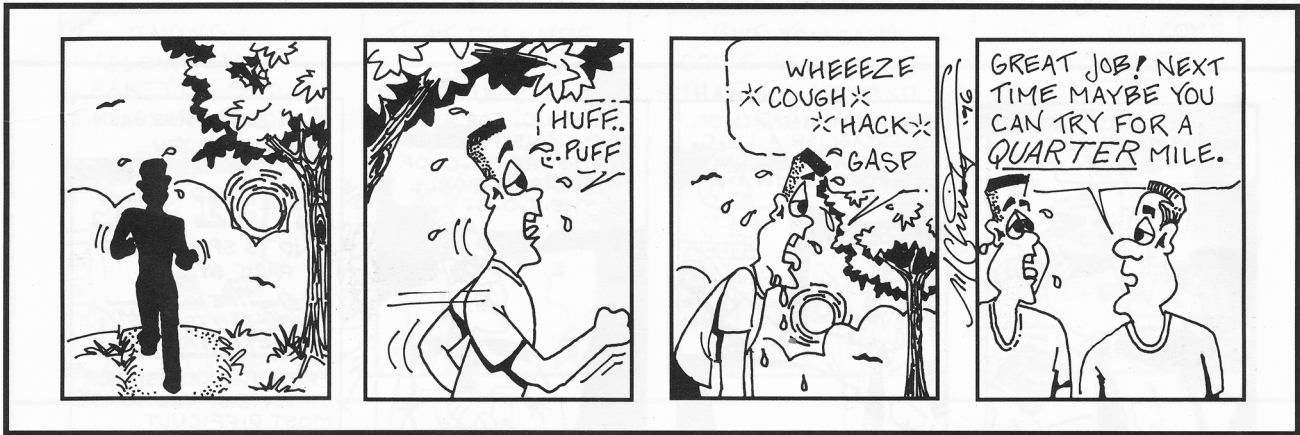
The AFIC ANGLE

by DM3(ss) Matthew Christy, USN

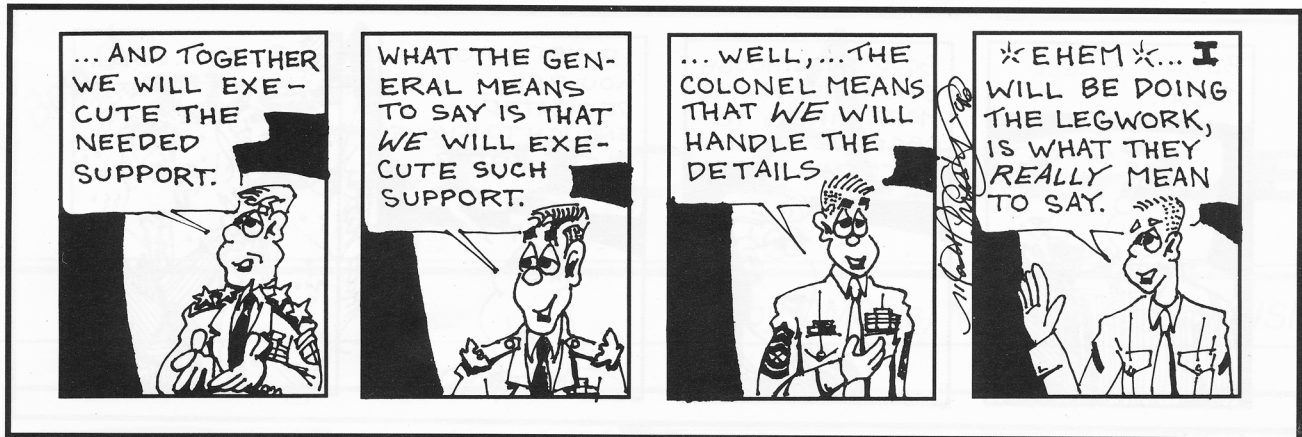


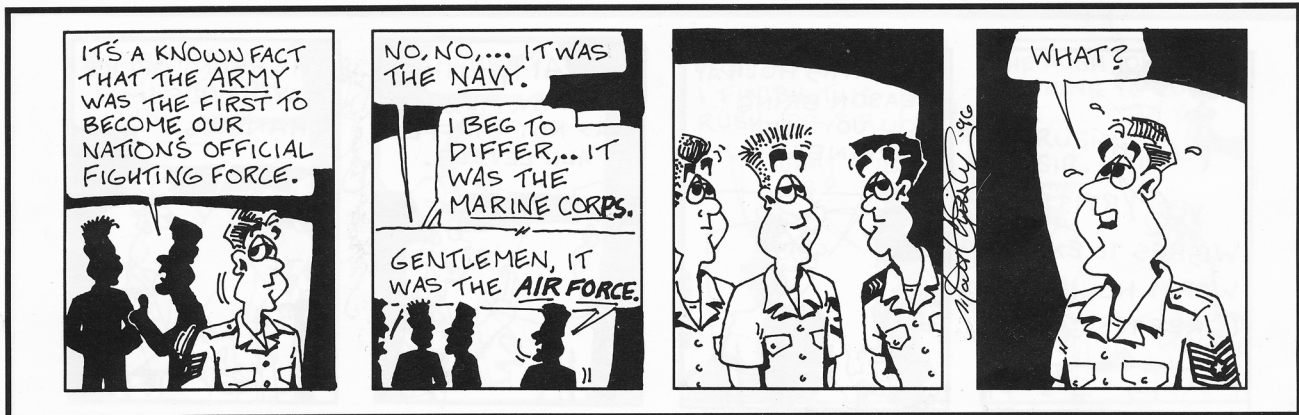
The first "AFIC Angle" points out the awkwardness of rank unfamiliarity.





This comic strip illustrates the product of overworking the artist before he has the chance to come up with an idea.





From the artist: I have sincerely enjoyed bringing you the "AFIC Angle" these past months. I pray its satire served to lighten the hearts of those who read it. I hope it will leave you with the fond memories that many of you have left me.

— DM3/ss Christy, USN

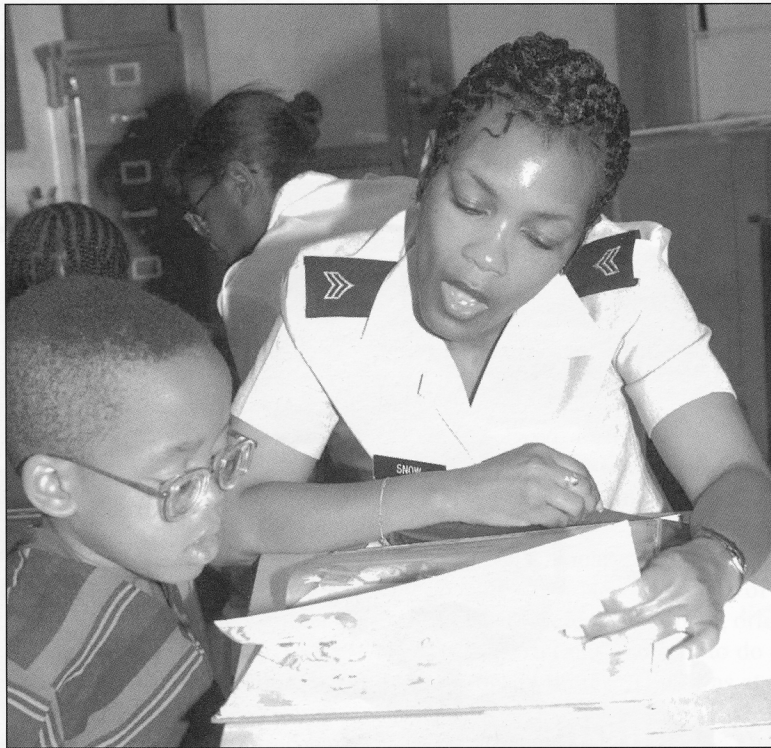


photo by Sgt. Dave Ferrier, USMC
Army Sgt. Brenda Snow of J-6, from Norfolk, Va., was one of the 38 volunteers who were honored for their work in an award ceremony at Suitland High School. AFIC personnel spent 350 hours tutoring and mentoring in the community.

Volunteers Leave Mark on Suitland Community

Community involvement doesn't always end with frequenting the local fast-food restaurants.

Thirty-five AFIC members took an active interest in helping local school children when they contributed nearly 350 hours this past year to the Oasis Tutoring Program. Service members tutored and mentored students ranging in ages 4 to 16 at Suitland High School.

Also, local students visited AFIC headquarters and helped the Public Affairs Directorate develop a youth-oriented version of the AFIC homepage.

In addition to the reward of knowing they did make a difference, school principal Dr. Gwen Allen presented the volunteer community workers with a certificate-of-appreciation plaque, which hung on a wall in the front hall of the AFIC.

While the OPLAN was being written, Army Sgt. F. DeShawn Alcendor, a J-1 personnel actions noncommissioned officer, signed in to the AFIC June 4, just in time to prepare to inprocess the first big wave of personnel in July.

"It was real slow for the first month. People came in ones or twos. ... It was like a sitting mission," Alcendor said, referring to his preoccupation through spring and early summer.

Toward the end of July, things started to "come alive" and they stayed that way, especially during December and January when people arrived by the hundreds, Alcendor said.

Even though Army Sgt. Ivan P. Calcaño and the other J-6 technicians were among the first in the building ensuring the computers and phones were operational, the rest of the staff was slow to communicate until they had graduated from the J-6 version of tech school.

Eventually, a motor pool formed from the bottom up, with vehicles provided by GSA and military agencies, making the AFIC mobile.

While the motor pool was taking shape,

the J-3 Joint Operations Center was preparing for a facelift.

Air Force Lt. Col. Sandra G. Whitley, the operations division chief, explained that originally the AFIC JOC, a focal point for AFIC communication throughout the D.C. area during the Inaugural period, was planned to be not at all as "state of the art"

Toward the end of July, things started to "come alive."

— Sgt. F. DeShawn Alcendor

as it turned out.

After some AFIC members traveled in July and September to see the Olympics' operation center, plans quickly changed, she said.

The information system included two large-screen televisions, nine smaller ones, VCRs, audio boxes and desks. Whitley worked quickly to borrow the system for the AFIC.

After the Office of the Secretary of Defense, Special Events agreed to lend the system,

Whitley said contractors had to do some major renovation to ready the room for the JOC to be operational by mid-November.

"It looked a lot like the Olympics' [operation center], but better. But I might be partial," she said.

It was in November when Whitley finally realized her "nerve center" was complete. "One night, when everyone was gone, I came in and visualized the activity that would take place. And I said to myself, 'Wow, this is nice.'"

Whitley and the AFIC members were not the only ones impressed by the system. The JOC became the showplace of the AFIC for local and national media as well as for visitors, she said.

While plans were being made to remodel the JOC and there were still two hundred and some days left before the Inauguration, Lt. Col. Edouard A. Peloquin Jr., operations officer for the Ceremonies Directorate, started a countdown board. "It seemed like such a distant target," he said. "Two hundred days seemed like a lifetime. By the time we got down to November, it was a dead run."

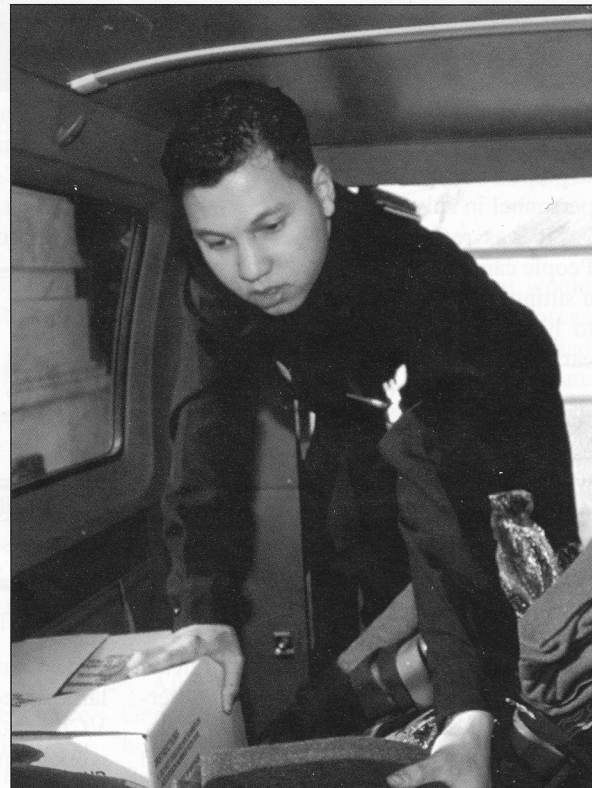
By September, the temporary-duty personnel started reporting for duty. J-1



photo by Petty Officer 3rd Class Chris S. Rose, USCG
Air Force Capt. Barbara J. Mason, law enforcement coordinator, and Army Lt. Col. Edouard A. Peloquin, operations officer, work in a deceptively calm looking office. The Ceremonies Directorate was the hub of some of the busiest activity when the Inaugural Period arrived.



photo by Tech. Sgt. Alexander Ray, USAF
Army Staff Sgt. Luis Cruz, J-4 property book supply noncommissioned officer, presents a briefing before a map of the Inaugural Parade area.



Armed Forces Inaugural Committee photo
Navy Petty Officer 3rd Class Moises Villafane, medical staff administration clerk, unloads medical supplies at the Capitol in preparation for the presidential inauguration.

Instead of passing on the information in 25 musty footlockers, members of the AFIC will condense the information to less than 30 CD-ROMs.

— Tech Sgt. Michele Bretton

inprocessed more than 200 new AFIC members between November and December. Walking past the countdown board everyday started to sink in. Time was running out.

As the days and weeks went by, and hours at work dramatically increased, the handful of Ceremonies Directorate staff members stayed in a quiet, stealth mode until after the election in November.

“Up through the election we did pre-planning,” Corbett said. “Because we did not know whether we would have to do a departure ceremony for the president, how many galas and balls there would be, or the composition of the parade.”

Once the election was over, the Presidential Inaugural Committee quickly formed, and these issues were resolved.

Other issues that arose were quickly ironed out when Ceremonies held its “symposiums,” verbal rehearsals of the process.

“It was an eye-opening experience,” Corbett said about the rehearsal process.

“It showed the timeline of events for everyone hour by hour.”

During previous drills, it seemed like J-3 “drove the train,” said Senior Master Sgt. Timothy C. Stanton, the Ceremonies Branch noncommissioned officer-in-charge. But after the symposiums, it was obvious that Ceremonies held all the cards. They made the swearing-in ceremony happen, coordinating the work of all the escorts, ushers and behind-the-scenes people. Ensuring that the military assistants in J-3 were at the right place, at the right time, in the correct uniform to escort various VIPs.

Even during the thick of planning and supporting Inaugural events, AFIC members found time to support the local community.

By January, 300 more people lined up at the door. New members of the AFIC staff were welcomed aboard, oriented, given job descriptions and sent to do great and wonderful things. AFIC was at full strength.

Archiving a way to the future

Every four years AFIC is built and AFIC is torn down. Every four years AFIC members start from scratch with an empty building and a mission and end with volumes of after-action comments, war stories and an empty building.

A building once bustling with anxious activity and anticipation for the 53rd Presidential Inauguration is now a shell of its former self. Army Col. Frank Hudoba’s

JOC is gone. Army Col. Mike Glave’s repeaters are torn down and Navy Capt. Paul Ochenkowski has no ride home, worse yet – no driver.

J-4 is busy making sure all equipment is properly turned in and is ready for its next assignment.

“We started with nothing. We have to finish with nothing,” said Staff Sgt. Luis Cruz, J-4 property book supply noncommissioned-officer-in-charge. “The bottom line — the property books have to be cleared.”

J-1 is busy doing the same for AFIC personnel.

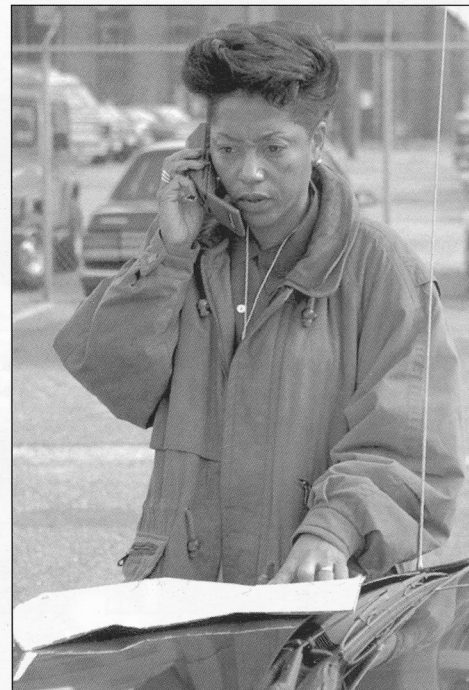
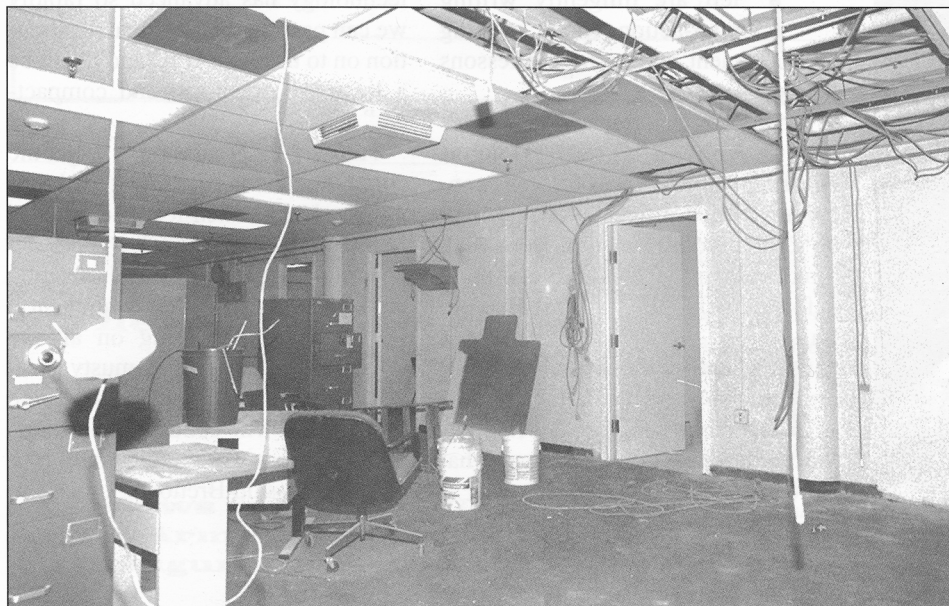
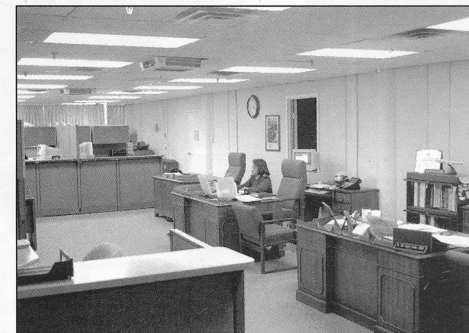


photo by Sgt. Ramona E. Joyce, USA
Air Force Master Sgt. Darnella Monroe, J-3, role-plays a military assistant during AFIC’s Exercise Proud Eagle. Proud Eagle was a four-part exercise in preparation for the Inauguration.



photos by Petty Officer 3rd Class Chris S. Rose, USCG



Open ceilings with cables and wires taking over offices was the norm before committee members moved in. The Command Group office, before (left) and after (above), typifies the look of offices throughout the building.



J-3 Director Army Col. Frank C. Hudoba speaks to local television reporter Tony Perkins. Media interviews became a common sight at the AFIC. Armed Forces Inaugural Committee photo



photo by Sgt. Ramona E. Joyce, USA
Senior Airman Pamela Markland, a driver, conducts preventive maintenance checks on a vehicle inside the motor pool bay.

“We are outprocessing people, working on evaluations and trying to get awards done,” said Army Master Sgt. Victor A. Palmer, noncommissioned officer-in-charge of J-1. “No one can leave until the evaluations they are involved in are completed or until theirs is done,” he said.

The few men and women still left are diligently writing after-action reports, packing up equipment and archiving lessons learned.

One major task remaining, according to Army Staff Sgt. Douglas Northrup, the local area network non-commissioned officer-in-charge, will be to archive information from each directorate onto CD-ROMs and store it for the next AFIC at Fort Belvoir, Va.

Because the information will be stored on CD-ROMs, there will be fewer footlockers to unpack in 2000 than what were cracked open a year ago.

“Four years ago you wouldn’t write a CD-ROM for something like this, mostly because of the expense,”

“We started with nothing. We have to finish with nothing.”

— Staff Sgt. Luis Cruz

said Tech Sgt. Michele Bretton, “But technology has advanced so rapidly we can pass all the pertinent information on to the next AFIC and it will be a lot more organized and compacted.”

Another LAN mission is to get the communications equipment ready for its new home when it moves to Fort McNair in April. The J-6 folks are deleting user accounts and cleaning up the servers and other equipment.

Instead of passing on all the information in 25 musty footlockers, the members of the 1997 AFIC will condense the information to less than 30 gleaming new CD-ROMs, said Bretton.

The AFIC Angle

by DM3(ss) Matthew Christy, USN



The *Inaugurator*

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photo by Sgt. Ramona E. Joyce, USA

The First Family of the United States walks down Pennsylvania Avenue waving to spectators at the Presidential Inaugural Parade.

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