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WITHDRAWAL SHEET

Ronald Reagan Library

Collection Name NORTH, OLIVER: FILES

Withdrawer

DLB 5/27/2005

File Folder SELECTED AMBASSADORS MEETING - 10/31/1985

FOIA

F99-008/2

Box Number 32

WILLS

20

ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
12062	MEMO	FOR VICE PRESIDENT, RE: MEETING WITH SELECTED AMBASSADORS ON COMBATTING TERRORISM <i>R 2/2/2012 F1999-008/2</i>	3	ND	B1
17270	LIST	CONSULTATION LIST FOR TASK FORCE ON COMBATTING TERRORISM <i>PAR 3/5/2007 F99-008/2</i>	3	ND	B6
12063	PAPER	ISSUE PAPER NO. 22	1	ND	B1
12064	PAPER	ISSUE PAPER NO. 6 - ACTIVE RESPONSE <i>R 10/1/2008 NLRRF99-008/2</i>	3	ND	B1
12065	PAPER	ISSUE PAPER NO. 14 - PUBLICITY <i>R 2/2/2012 F1999-008/2</i>	2	ND	B1
12066	PAPER	ISSUE PAPER NO. 16 - DEPLOYMENT <i>R 2/2/2012 F1999-008/2</i>	1	ND	B1
12067	PAPER	ISSUE PAPER NO. 17 <i>R 2/2/2012 F1999-008/2</i>	1	ND	B1
12068	PAPER	ISSUE PAPER NO. 21 <i>R 10/1/2008 NLRRF99-008/2</i>	1	ND	B1
12069	PAPER	ISSUE PAPER NO. 42 <i>R 9/7/2007 NLRRF99-008/2</i>	1	ND	B1

Freedom of Information Act - [5 U.S.C. 552(b)]

B-1 National security classified information [(b)(1) of the FOIA]

B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]

B-3 Release would violate a Federal statute [(b)(3) of the FOIA]

B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]

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B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]

B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]

B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions	
12070	PAPER	ISSUE PAPER NO. 11	1	ND	B1	
12071	PAPER	ISSUE PAPER #20 PAR 7/11/2006 F99-008/2 DOCUMENT PENDING REVIEW IN ACCORDANCE WITH E.O. 13233	1	ND	B1	B3
12072	PAPER	ISSUE PAPER NO. 40 - PARTIAL CLOSURE R 9/7/2007 NLRRF99-008/2	1	ND	B1	B3
12073	MEMO	FOR THE RECORD, RE: VICE PRESIDENT'S MEETING WITH SELECTED AMBASSADORS R 2/2/2012 F1999-008/2	4	ND	B1	

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OFFICE OF THE VICE PRESIDENT
WASHINGTON

BRIEFING MEMORANDUM FOR THE VICE PRESIDENT

Meeting with: Selected Ambassadors on Combatting Terrorism

Date: Thursday, October 31, 1985
Time: 2:00 p.m. (90 minutes)
Location: The Vice President's Office, OEOB

I. PURPOSE

To appraise participants of Task Force on Combatting Terrorism purpose and progress to date and elicit their ideas, comments, and suggestions on specific issues facing the nation.

II. BACKGROUND

Participants are particularly knowledgeable, respected and influential in both public and private sectors. Each has faced the issues associated with the terrorism threat from the international perspective and in key policy making positions. The attached suggested discussion points are provided but are not intended to constrain a spontaneous exchange of opinions.

III. PARTICIPANTS

The Vice President
Craig Fuller
Don Gregg
Admiral Holloway, Task Force on Combatting Terrorism
Captain McMunn, Task Force on Combatting Terrorism
Ambassador Armstrong (See Tab 2)
Ambassador Dick Helms (See Tab 3)
Ambassador Sam Lewis (See Tab 4)
Ambassador Malcolm Toon (See Tab 5)
Ambassador Dick Walters (See Tab 6)

IV. PRESS PLAN

Closed

V. SEQUENCE OF EVENTS

Opening Remarks (10-15 minutes) (See Tab 1)
Roundtable Discussion (60-75 minutes)

Tab 1 - Talking paper
Tabs 2-6 - Background Papers on Ambassadors

DECLASSIFIED

NLRRF99-008/2#12002

BY RW NARA DATE 2/2/12

Holloway
Fte
12062

TALKING PAPER FOR MEETING WITH SELECTED AMBASSADORS

- I. Vice President opens meeting with perspective and background on Task Force and brief synopsis of progress to date.
 - A. Task Force directed by President in July following TWA 847 hijack (frustration with apparent lack of options available to U.S. Government)
 - Purpose is to evaluate National policy and priorities, current programs, interagency coordination, international cooperation, legislation, public attitudes and awareness on terrorism.
 - Principals are Cabinet Secretaries; Bud McFarlane; Don Regan; ADM Crowe; Judge Webster; Craig Fuller; Don Gregg; and Jim Holloway. Supported by Senior Review Group and full-time Working Group
 - deadline for report to President is end of 1985
 - B. Admiral Jim Holloway and Working Group has reviewed current program through briefings by over 70 experts in and out of government; field trips to view CIA and military capabilities; consultations with appropriate Congressional staffs; a review of media opinion; and a series of overseas visits to Europe, the Middle East, and Latin America as well as consultations with foreign officials here in Washington.
 - C. VP has met with selected Senators and Congressmen, Airline CEO's, former Secretary of State Haig and will meet with Dr. Kissinger, Zbigniew Brezinski and senior executives from major newspapers, newsmagazines and TV networks.
- II. Vice President turns to Adm Holloway to review Task Force's tentative findings. Admiral Holloway:
 - A. Describes Task Force iterative approach for staffing "issues".
 - B. Report will be drafted for VP signature 20 December. Unclassified version for public once President approves report.
 - C. Invite participants to comment on the above and/or Task Force's initial proposals listed below:
 1. International cooperation: Multilateral treaties and agreements are desirable to facilitate both for long term political and practical cooperation. Propose pursuing broad international expression of condemnation quickly with a parallel effort to construct a series of bilaterals for functional political, intelligence exchange, and operational arrangements.

2. Positive Responses to Terrorist Threats: Domestic pressure to adopt a harder line against terrorists conflicts with our society's revulsion against victimizing innocent bystanders or even families of terrorists. A flexible yet consistent, realistically firm U.S. Government response is nevertheless desirable. Propose establishing policy framework to guide TIWG on key decisions involving force options to preempt, react, and/or retaliate. Criteria cited would range from accuracy of intelligence to proportionality considerations; and risk analysis to conformance with ethical standards. Additionally, a major effort to educate Americans on the complexities and ramifications implicit in the use of force should be stimulated by the Task Force's unclassified report.

3. National Program/Policy/Organization: A National Coordinator for Combatting Terrorism is proposed to serve under the National Security Advisor. Currently, the U.S. Government has a number of departments, agencies, and services involved to varying degrees in combatting terrorism, yet there is no single government entity knowledgeable of all the components. A national program should be formalized to effect managerial control of an appropriately articulated national policy on terrorism.

4. Invite Ambassadors comments on:

- The role of the media in terrorist incidents
- The utility of extradition treaties
- Terrorist incident "gaming" as a planning and educational vehicle for decision makers
- Operational deployment of JSOC (Delta)
- Adequacy of intelligence for combatting terrorism: HUMINT, fusion centers, dedicated analysts, tactical SIGINT, police information
- Terrorism as a criminal vice political issue
- Country Teams in crisis management of terrorist incidents.

ANNE L. ARMSTRONG

Anne L. Armstrong was born in New Orleans, Louisiana, to Armant and Oli (Martindale) Legendre. She was educated at Foxcroft School in Middleburg, Virginia, where she was president of the student body and valedictorian of her graduating class. She received her B.A. degree from Vassar, where she was elected to Phi Beta Kappa in her junior year. In 1950 she married Tobin Armstrong and moved to the Armstrong Ranch which her husband operates in Armstrong, Texas. They are the parents of five children: Barbara Katharine, Sarita, and twins Tobin, Jr. and James.

Professional Activities:

Counsellor to the President with Cabinet rank to Presidents Nixon and Ford, 1973-1974.

United States Ambassador to Great Britain, 1976-1977.

Chairman of the President's Foreign Intelligence Advisory Board.

Present member of Board of Directors of the following corporations:
Boise Cascade; First City Bancorporation of Texas, General Foods,
General Motors; and Halliburton Company.

Chairman of the Advisory Board and Vice-Chairman of the Executive Board,
Center for Strategic and International Studies, Georgetown University.

Citizen Regent of the Board of Regents of the Smithsonian Institution.

Member of the Board of Overseers of the Hoover Institution.

Member of the Board of Trustees of Southern Methodist University.

Member of the Visiting Committee of the John F. Kennedy School of
Government, Harvard University.

Other Activities:

Member of the Commission on the Organization of Government for the Conduct
of Foreign Policy (Murphy Commission), 1973-1974.

Chairman of the English-Speaking Union of the United States, 1977-1980.

Co-Chairman of the Bob Hope USO Center Campaign.

Director of The Atlantic Council.

Member of the Council on Foreign Relations.

Member of The International Institute for Strategic Studies (London).

Co-Chairman of the Republican National Committee, 1971-1973.

Co-Chairman of the Reagan/Bush Campaign, 1980.

Honors and Awards:

Honorary Doctor of Laws Degree from Bristol University, England, 1976;
Washington & Lee University, 1976; Williams College, 1977; St. Mary's
University, 1978; and Tulane University, 1978.

Honorary Doctor of Humane Letters Degree from Mt. Vernon College, 1978.

Recipient of Gold Medal Award from the National Institute of Social
Sciences for distinguished service to humanity, 1977.

Texan of the Year Award, 1981.

BIOGRAPHICAL SKETCH OF RICHARD HELMS

Richard McGarrah Helms was born on March 30, 1913 in St. David's, Pennsylvania. He graduated from Williams College in 1935, having been elected to Phi Beta Kappa in his junior year. Shortly after graduation, Mr. Helms joined the United Press in London as a staff correspondent. Three months later he was transferred to the Berlin Bureau where he remained until 1937. That year he resigned from the United Press, returned to the United States, and went to work for Scripps-Howard in the advertising department of the Indianapolis Times, Indianapolis, Indiana.

Following the attack on Pearl Harbor he resigned from the newspaper and applied for a commission in the United States Naval Reserve, entering on active duty July 1, 1942 as a Lieutenant, junior grade. After assignment to the Commander, Eastern Sea Frontier in New York, Mr. Helms was transferred in August, 1943 to the Office of Strategic Services in Washington, the war-time intelligence agency for the U.S. He served with OSS in Washington as well as in London, Paris, Wiesbaden and Berlin.

After receiving an honorable discharge from the Navy in 1946, Mr. Helms joined the successor organization to the OSS, later entering the Central Intelligence Agency on September 18, 1947, the day the doors opened. Mr. Helms rose through the ranks of the CIA to be appointed Deputy Director of Central Intelligence on April 28, 1965 and Director of Central Intelligence on June 30, 1966, both appointments having been made by President Lyndon B. Johnson. Mr. Helms was reappointed Director by President Richard M. Nixon in 1969. He served in that capacity until early February 1973 when he was confirmed by the Senate as Ambassador to Iran, a position in which he served until his retirement from the U.S. Government at the end of January 1977.

As Director of Central Intelligence Mr. Helms was the senior intelligence officer of the United States Government and served as Chairman of the United States Intelligence Board. In these capacities he was also intelligence advisor to the President and to the National Security Council.

From 1977 until the present, Mr. Helms has been President of Safeer Company, an international business consulting firm in Washington.

Biographical Information

U. S. AMBASSADOR SAMUEL W. LEWIS, (Ret.)

Samuel W. Lewis of Houston, Texas, a career Foreign Service Officer of Career Minister rank, was sworn in May 2, 1977, as U. S. Ambassador to Israel. Prior to this appointment, Mr. Lewis served as Assistant Secretary of State for International Organizational Affairs.

Mr. Lewis was born in Houston, Texas on October 1, 1930. He graduated cum laude, with a B.A. in International Relations and History from Yale University in 1952, and obtained his M.A. from Johns Hopkins University in 1954, majoring at the School of Advanced International Studies in Middle Eastern Studies & International Relations.

Mr. Lewis entered the Foreign Service in 1954. From 1954-59, he served in Naples, Florence and Rome. From 1959-61, he was Officer-in-Charge of Italian Affairs in the Department of State. From 1961-62, he served as a Special Assistant to Under-Secretary of State Chester Bowles, and remained on Mr. Bowles' staff from 1962-1963 while Mr. Bowles served as the President's Special Representative for Africa, Asia and Latin America. Mr. Lewis was a Visiting Fellow at the Woodrow Wilson School, Princeton University, from 1963-64. From 1964-65, he was detailed to the Agency for International Development, and served in the U. S. Aid Mission in Brazil as Deputy Assistant Director for Program. In 1966, he was assigned to the American Embassy, Rio de Janeiro, as Executive Assistant to the Ambassador.

After returning to the Department of State, Mr. Lewis was assigned as Deputy Director, Office of Brazilian Affairs. From September 1968 to January 1969, he was the Senior Staff Member for Latin America on the National Security Council Staff at the White House. From 1969-70, he held the position of Special Assistant for Policy Planning in the Bureau of Inter-American Affairs, Department of State. He attended the Senior Seminar in Foreign Policy at the Foreign Service Institute from 1969-70. He was next assigned as Special Assistant to the Director General of the Foreign Service from 1970-71. Mr. Lewis served as Deputy Chief of Mission and Counselor of Embassy at the American Embassy, Kabul, Afghanistan from 1971-74. From 1974-75, he was Deputy Director of the Policy Planning Staff, Department of State. He was appointed as Assistant Secretary of State for International Organization Affairs by President Ford in December 1975, and served in that post until his appointment as Ambassador to Israel in ~~1981~~¹⁹⁸¹, where he continued to serve until he retired from U. S. government service, after 31 years, in June 1985. He served 8 full years as Ambassador to Israel.

Mr. Lewis won Meritorious Honor Awards in 1966 from both the Department of State and the Agency for International Development and Distinguished Honor Awards from the Department of State in both 1977 and 1985. He received the William A. Jump award for outstanding service in public administration in 1967, and a Presidential Management Improvement Award in 1972. Johns Hopkins University presented him with its Distinguished Alumnus Award in 1980. He received the honorary degree of Ph.D., Honoris Causa from both Tel Aviv University and the Hebrew University of Jerusalem in 1985. He speaks Italian, Portuguese and French. He is a member of Phi Beta Kappa and the Council on Foreign Relations. He is now Diplomat-in-Residence at Johns Hopkins' Foreign Policy Institute in Washington, D. C.

Mr. Lewis is married to the former Sallie Smoot of Houston, Texas; they have one daughter, age 27, and one son, age 22.

July 1985

BIOGRAPHIC RESUME
AMBASSADOR SAMUEL W. LEWIS

Samuel W. Lewis was a career Foreign Service Officer in the Department of State for thirty-one years, from 1954, a few months after his graduation from Johns Hopkins University with a Master of Arts Degree in International Relations, until June, 1985, when he retired after more than eight years as Ambassador to Israel. Born in Houston, Texas, on October 1, 1930, he graduated cum laude in History and International Relations from Yale University in 1952. He spent 1963-64 as a Visiting Fellow at the Woodrow Wilson School, Princeton University.

Ambassador Lewis has had a widely varied diplomatic career, encompassing lengthy overseas assignments in Italy, Brazil, Afghanistan and Israel. After spending five years in Italy in the latter half of the 1950's, he was Officer in Charge of Italian Affairs in the Department of State from 1959 to 1961. For the subsequent two years he was Special Assistant to Ambassador Chester Bowles while Bowles served first as Undersecretary of State and then in the White House as President Kennedy's Special Representative for Africa, Asia and Latin America. While working closely with Bowles, Lewis travelled with him to nearly fifty countries in the Third World, including several in the Middle East. He observed at close hand the policy making process in the White House and State Department, taking part in many meetings with President Kennedy's and Secretary Dean Rusk's top advisors and working with Bowles on strategy and policy proposals on subjects as varied as Vietnam and Laos, Afghanistan, the future of the Panama Canal, Egypt, Ethiopia, Iran, Economic Development Strategy, and Cuba.

In the mid-1960's, Ambassador Lewis was on loan to the Agency for International Development, working in the U.S. AID Mission in Brazil in Rio de Janeiro where he managed the evaluation of dozens of technical assistance programs and analyzed budget proposals for AID programs. He then returned to the Embassy proper as Executive Assistant to Ambassador Jack Tuthill in Rio, in which capacity he supervised several sections of the Embassy for Ambassador Tuthill.

Returning to Washington in 1967 from Brazil, Ambassador Lewis was Deputy Director of the combined Office of Brazilian Affairs for both the State Department and the Agency for International Development. He then was detailed to President Lyndon Johnson's White House as the

senior staff member for Latin America in the National Security Council Staff, under the President's Special Assistant for National Security Affairs, Professor Walt Rostow. After President Johnson left office and President Nixon was sworn in early in 1968, Ambassador Lewis returned to the Department of State to the Bureau of Inter-American Affairs where he served as Special Assistant for Policy Planning. From 1969 to 1970 he attended the Senior Seminar in Foreign Policy at the Foreign Service Institute, then spent a year as Special Assistant to the Director General of the Foreign Service with responsibility for implementing a wide-ranging reform program for the Foreign Service's personnel system.

From 1971 to 1974, Ambassador Lewis served in Kabul, Afghanistan as Deputy Chief of Mission, during the final years of the Afghan monarchy. He was Charge d'Affaires when a coup d'etat overthrew the king and the monarchy in the summer of 1973 and remained in charge of the Embassy during several dangerous and delicate months of transition to the new regime headed by President Daud.

In early 1974, Ambassador Lewis was asked to return to Washington to take over the key slot of Deputy Director in the Policy Planning Staff at the State Department under Secretary Henry Kissinger and the Director of the Policy Planning Staff, Winston Lord. Serving in that capacity until the end of 1975, he was directly responsible for the strategic planning papers and policy research done for Secretary Kissinger on the Middle East, Africa, and Latin America. He was an active participant in the drafting of most of the major policy speeches delivered by Secretary Kissinger in that period.

President Ford appointed Ambassador Lewis as Assistant Secretary of State for International Affairs in December, 1975. He served in that post until the spring of 1977, supervising the U.S. Mission to the United Nations and the various U.S. Missions to all other international organizations. He worked closely with Ambassador Patrick Moynihan and Ambassador William Scranton during their respective stints as the U.S. Representative to the United Nations in New York, and it was during his tenure that the U.N. Security Council was repeatedly embroiled in debates over Arab-Israeli issues and over the contentious question of the seating of the PLO in the Security Council debates.

President Carter named Lewis as Ambassador to Israel in May, 1977. He served throughout the Carter Administration and the first four and one-half years of the Reagan Administration in what is widely regarded as one of the most demanding and sensitive U.S. diplomatic

posts. During those eight years he worked closely with four Israeli Prime Ministers, three foreign Ministers, six Defense Ministers and six Finance Ministers; and of course, four American Secretaries of State. He took part in all the Arab-Israeli negotiations during the Carter Administration, including the Camp David Conference in September 1978 at which he was one of the nine members of the U.S. delegation. After President Reagan reaffirmed Lewis' appointment as Ambassador to Israel in 1981, He was a key participant in delicate U.S. diplomatic efforts to prevent Israel's invasion of Lebanon in 1982, to stop the war after it began, and to negotiate some form of acceptable agreement for Israeli withdrawal from Lebanon, negotiations which ultimately stretched over the period from late 1982 into January, 1985. Ambassador Lewis retired from the U.S. government in June, 1985, with the rank of Career Minister in the Foreign Service.

During his distinguished career, Ambassador Lewis won Distinguished and Meritorious honor awards from the Department of State and the Agency for International Development; he was awarded the William A. Jump Award for Outstanding Service to the Federal Government in Public Administration in 1967, plus a Presidential Management Improvement Award in 1972. Johns Hopkins University presented him with its Distinguished Alumnus Award in 1980. The Hebrew University of Jerusalem and the Tel Aviv University have both conferred upon him honorary degrees of Doctor of Philosophy. Ambassador Lewis speaks Italian, Portugese and French. He is a member of Phi Beta Kappa and the Council on Foreign Relations. .

Ambassador Lewis married the former Sallie Smoot, also of Houston, Texas, in 1953. They have one daughter, Grace Lewis, age 27, a ceramic artist, and one son Richard, age 22, who is majoring in political science at James Madison University.

MALCOLM TOON

Former Ambassador to the USSR

Prior to his appointment as Ambassador to the USSR, Malcolm Toon served as U. S. Ambassador to Israel from June 1975 to December 1976, to Yugoslavia from October 1971 to May 1975, and from June 1969 to October 1971 as U. S. Ambassador to Czechoslovakia. Previous service included assignments to our Embassies in Warsaw, Budapest, Rome, London, Moscow (twice) and the Department of State as Director of Soviet Affairs in 1965-68 and Deputy Assistant Secretary of State for European Affairs in 1968-69.

Born in Troy, New York on July 4, 1916, Ambassador Toon was educated at Tufts University, receiving a B.A. in 1937, and at The Fletcher School of Law and Diplomacy, receiving an M.S. in 1938. He did graduate work at Middlebury College in 1950 and at Harvard University in 1950-51.

From 1942 to 1946, Ambassador Toon served in the Navy, principally as a PT-boat skipper in the South Pacific. He attained the rank of Lieutenant Commander and was awarded the Bronze Star. Ambassador Toon joined the Department of State in 1946.

In 1965, Ambassador Toon received the Department's Superior Honor Award. On July 18, 1973, he was promoted to the rank of Career Minister.

Ambassador Toon is married to the former Elizabeth Jane Taylor. They have a son, Alan, and two daughters, Barbara and Nancy.

Ambassador Toon served in Moscow from December 1976 to October 1979. He was awarded the Department of State's Distinguished Honor Award in November, 1979. Ambassador Toon is now retired.

Ambassador Toon was the first holder of the Allis-Chalmers Distinguished Chair in International Relations at Marquette University in the fall semester, 1982.

Ambassador Toon has received the following honorary degrees:

Honorary LLD	Tufts University	1977
Honorary LLD	Middlebury College	1978
Honorary LLD	Drexel University	1980
Freedom Leadership Award	Hillsdale College	1980
Valley Forge Freedom Award		1981
Honorary LLD	American College of Switzerland	1985

Ambassador Toon is now:

Director	Foreman McKesson, Inc.
Member	Board of Trustees, Tufts University
Member	Board of Visitors, The Fletcher School of Law and Diplomacy



UNITED STATES MISSION TO THE UNITED NATIONS

799 UNITED NATIONS PLAZA
NEW YORK, N. Y. 10017

VERNON A. WALTERS

Vernon A. Walters was nominated as United States Permanent Representative to the United Nations by President Ronald Reagan on February 8, 1985 and was sworn in on May 22, 1985 after being unanimously confirmed by the Senate. As chief United States Representative to the United Nations, he also serves as a member of President Reagan's Cabinet.

Prior to his appointment to the United States Mission to the United Nations, Ambassador Walters served as Senior Adviser to Secretary of State Alexander Haig, until his nomination by the President to serve as Ambassador-at-Large, a position he held from July 1981 to May 1985. In this capacity, he traveled to over 108 countries covering a million and a half miles as the Reagan Administration's chief diplomatic trouble-shooter.

Ambassador Walters served in the United States Army from 1941 to 1976 when he retired with the rank of Lieutenant General. In the course of his military career, he served as special aide and interpreter to a number of U.S. general officers, senior diplomats, and presidents. Following tours in Italy, Brazil, Vietnam, and France, during which time he also served as special aide and interpreter for Presidents Truman, Eisenhower, and Nixon on their foreign travels, General Walters was named Deputy Director of the Central Intelligence Agency in 1972. The four and a half years in which he served the Agency included a five month period as Acting Director. From 1976 to 1981, he was a consultant, lecturer and author.

After his retirement, General Walters wrote his memoirs, Silent Missions, an autobiography which was published by Doubleday in 1978. His other writings include Sunset at Saigon and The Mighty and the Meek. He has also written many articles and book reviews.

Born in New York City on January 3, 1917, Ambassador Walters lived there until 1923 when he went to Europe with his parents. He remained in Europe for more than ten years, attending St. Louis Gonzaga School in Paris, France and Stonyhurst College in Great Britain. He has received honorary degrees from several universities.

Ambassador Walters is fluent in seven foreign languages: French, Portuguese, Spanish, Italian, German, Dutch, and Russian. He is also the recipient of many honors and distinguished service awards: the U.S. National Security Medal; the Distinguished Service Medal (two oak leaf clusters); the Legion of Merit (oak leaf cluster); the Bronze Star; the Air Medal; the Distinguished Intelligence Medal and many campaign medals. He has been decorated by the Governments of France (Legion of Honor), Italy, Brazil, Vietnam, Spain, Portugal, Morocco, and Peru.

July 1985

By ~~LRT~~, NARA, Date ~~3/5/07~~CONSULTATION LIST FOR TASK FORCE ON COMBATTING TERRORISM:

CDR J. B. Agee, Navy Anti-Terrorist Alert Center (ATAC)
Dr. Yonah Alexander, Georgetown University Center for Strategic and
International Studies (CSIS)
Charles Allen, Director Central Intelligence/National Intelligence
Officer (DCI/NIO) (Terrorism)
Ambassador Ann Armstrong
Robert Barnett, Stanford Research Institute
VADM Burkhalter, IC Staff
Howard T. Bane
Al Bigler, Ex-Regional Security Officer, Bierut Embassy
Dr. J. Bowyer Bell
Robert Boyer, HAC Staff
ADM John Butts, Director of Naval Intelligence
Dr. Z. Brzezinski
CAPT Dan Carlin, PFIAB Staff
Dr. Ray Cline, CSIS
William V. Cowan, Legislative Assistant, Senator Rudman
Dr. Martha Crenshaw, Wesleyan Univ.
Ed. Djerejian, White House Spokesman's Office
Ambassador Lawrence Eagleberger
Dr. Thomas Evans, Johns Hopkins/Applied Physics Lab (APL)
William F. Farrell, Naval War College

Amb Louis G. Field, Jr.
COL Howard Floyd, USA/ISA
Commodore Cathal Flynn, DOD Naval Investigative Service (DOD/NIS)
COL Mike Flynn, JSOC J2
Samuel T. Francis, Heritage Foundation
Richard Gannon, Department of State (Security)
CAPT Howard Gerhing, National Narcotic Border
Al Golacinski, Department of State (Former hostage)
Marshal Golnick
GEN Paul Gorman (Ret.)
GEN Alexander Haig
Amb Richard Helms

Paul Henze, Rand Corporation

ADM B. R. Inman (Ret.), Ex-DDCI
Dr. Brian Jenkins, Rand Corp.

Dr. Judith Kipper, American Enterprise Institute (AEI)
Dr. Henry Kissinger
Dr. Nicholas N. Kittrie, American University
Mr. Noel C. Koch, DOD International Security Affairs (DOD/ISA)
Dr. Robert H. Kupperman
Amb Bruce Langen
Michael Ledeen, CSIS
AMB Samuel Lewis, Johns Hopkins SAIS
Dr. Neil C. Livingstone, State University of NY, Inst. on Terrorism
and Sub-National Conflict
ADM Long (Ret.)
Dr. Edward Luttwak, CSIS

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William Mazzocco, Washington Forum
Mr. Ed Mickolus, author

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Robert Moeller, U.S. UN Security

[REDACTED]
Vadm Moreau, DOD/Joint Staff
COL Motley

Alan Nanes, Congressional Research Service, Library of Congress

[REDACTED]
COL Augustus Norton, U.S. Military Academy
John Norton, Pittsburgh Director of Public Safety/
Pres Int Assn Chiefs of Police
General William Odom, USA
COL George Olmstead
COL Chuck Owens, Army ACSI Staff
H. Ross Perot
Dr. Robert Pfalzgraff, Tufts University
Thomas Polgar, Ackerman and Palumbo
Amb Tony Quainton, Ambassador to Kuwait
Jeff Record, Institute for Foreign Policy Analysis
MGEN Rice, DOD/JSOA

[REDACTED]
Dr. James Shipley, Los Alamos National Laboratory
Dr. Richard Shultz, Fletcher School, Tufts University
Dr. Gary Sick, Ford Foundation
Robert J. Simmons, Former Staff Director, SSCI

[REDACTED]
Dr. Stephen J. Sloan, CADRE, Maxwell AFB
Frederick W. Smith, Chairman, Federal Express
Susan Stautberg, Public Affairs Director, Touche Ross
MGEN Carl Steiner, JSOC
Dick Steinner, DOJ/INTERPOL Washington, D.C. Chief
Clair Sterling, author
Bermand Steward, Stanford Research Institute
Amb Walt Stoessel
Dr. William J. Taylor, Jr., CSIS
John Thomas, Asst Sec State for Admin
Amb Malcomb Toon
Dr. Steven Van Cleave

[REDACTED]
Robert Walsh, U.S. Border Patrol
Amb Vernon Walters (UN)
Robert Whitbread, National Narcotics Border Interdiction System
Prof. Paul Wilkinson, UK, Aberdeen Univ.
LT GEN Williams, DOD/DIA
Bob Woodward, journalist
R. James Woolsey

Risks International (Rep)
FRG Border Patrol Group 9 (Rep)
UK Special Air Service (Rep)

WATCH CENTER VISITS BY TASK FORCE WORKING GROUP

White House Situation Room
NSC - Crisis Management Center
Department of State Operations Center/INR Watch Office
Department of Defense (NMCC/NMIC/CAJIT)
National Security Agency (NSOC)
Department of the Navy (Anti-Terrorist Alert Center)
Federal Bureau of Investigation
Central Intelligence Agency (DDO/DDI/CTG)
Joint Special Operations Command
Secret Service OPS Centers

BRIEFINGS BY AGENCY/DEPARTMENT ELEMENTS

Dept. of Defense - International Security Affairs
JSOA/RDIA
U.S. Army Intelligence Support Activity
National Narcotics Border Interdiction System
President's Foreign Intelligence Advisory Board
DCI Intelligence Community Staff
CIA Counterterrorism Group
State Department - Office for Combatting Terrorism
State Department - Office of Consular Affairs
FBI Criminal Investigative Division
National Security Council - Counterterrorism
National Security Agency - Terrorism Section (G1)
Federal Aviation Administration, Office of Civil Aviation Security
Joint Special Operations Agency
Department of Energy
Navy Anti-Terrorist Alert Center
National Intelligence Officer for Counterterrorism & Narcotics
INTERPOL
Department of State, Office of Security
Department of State, INR
DOD, Defense Mapping Agency
U.S. Border Patrol
U.S. Customs Service
U.S. UN Security
U.S. EUCOM
U.S. CENTCOM
U.S. SOUTHCOM
Department of Justice

TASK FORCE OVERSEAS VISITS AND CONTACTS

26-30 September
Italy, Germany

Col. Cole, LTC Daly

Ambassador and Mission Officers, U.S. Embassy Rome
Ambassador Oakley, Director M/CTP, Department of State
Officials of Civilian and Military Intelligence (SISMI, SISDE)
Chief of Police, Rome
Vice Chief of Cabinet, Interior Ministry

U.S. European Command (EUCOM), Stuttgart

Deputy Chief of Mission and Mission officers, Embassy Bonn
Political Officer, U.S. Embassy Paris
German Ministry of Interior, Police and Internal Security
Foreign Office officials

September 30-October 2
London, England

Adm. Holloway, LCDR Coy

U.S. Ambassador and Mission Officers
Home Secretary
Northern Ireland Office
Foreign and Commonwealth Office, Terrorism Specialists
Commanding General, Special Air Service
Scotland Yard officials

October 5-12

Amb. Peck, Capt.
Boink, LTC Earl

Colombia, Panama, Costa Rica, El Salvador

Charge d'Affaires and Mission officers, Bogota
Chief of Security, Royal Dutch Shell
Minister of Defense
Director General, National Police
U.S. business community representatives
Department of Security officers

Chief of Staff, USSOUTHCOM and officers

Deputy Chief of Mission and officers, U.S. Embassy, Panama

Ambassador and Mission officers, U.S. Embassy El Salvador
Vice Minister for Public Security
Director General of Treasury Police
Director General, National Guard
Director General, National Police
Chief of Staff, Ministry of Defense

October 11-22

Capt. McMunn, Mr.
Hutchings

Belgium, Jordan, Israel, England

CIA Station Chief and Deputy, Brussels
Belgian Gendarmerie Terrorism Section chief and deputy

U.S. Ambassador and Mission Officers, Amman
U.S. Ambassador to Kuwait
Political Counselor and RSO, U.S. Embassy Riyadh
Regional Security Officer, U.S. Embassy, Baghdad
Commanding General, Jordanian Armed Forces
Chief of Staff, Jordanian Armed Forces
Director of Jordanian Military Intelligence
Director of the Jordanian Ministry of Public Safety

Acting Consul General and Consulate Officers, Jerusalem

Charge d'Affaires and Mission officers, Tel Aviv
Deputy Chief of Mission, U.S. Embassy Cairo
Advisor to the Prime Minister on Combatting Terrorism
Tel Aviv University Center for Study of Terrorism
Israeli Defense Force, Joint Intelligence Staff

MI-6 Counterterrorism expert, London

ISSUE PAPERS KEYED TO DISCUSSION POINTS

Task Force Issues and Proposals:

International Cooperation - 7, 22, 32
Positive Response to Terrorist Threats - 6
National Program/Policy/Organization - 1, 2, 3

Invited Comments:

Role of Media - 13, 14
Extradition Treaties - 8
Use of Delta Team - 16, 17, 21, 42
Adequacy of Intelligence - 11, 20, 40
Use of Country Teams in Crisis Management - 35
Need for Exercises by Decision makers

COGNIZANT ACTIVITY: STATE, DEFENSE, NSC, CIA

SUBJECT: International Agreements for Combatting Terrorism

ISSUE: To successfully deal with international terrorism, treaties and agreements are required to facilitate the cooperative efforts among the nations upon whose sovereign territory the terrorist incident may have occurred, those nations whose citizens and properties may be involved, and those nations through which terrorists may proceed for deployment or escape. Such international agreements should as a minimum contain provisions to permit and expedite the exchange of intelligence information concerning terrorism; the investigation of terrorist threats and incidents; the apprehension and prosecution of suspected or known terrorists; and the extradition of known terrorists.

Although there is much interest among likeminded nations for such international agreements, progress in reaching the agreements has been slow or non-existent. One of the difficulties appears to be that the achievement of a broad international multilateral treaty on terrorism that would be strong enough to be of practical utility, is probably not realistic. A broad multilateral treaty would necessarily reduced to the lowest level of commitment of the least cooperative signatory.

On the other hand, such a broad multilateral treaty could be useful as a demonstration of the breadth of commitment throughout a broad spectrum of nations to the condemnation of terrorism as an international crime against society.

To achieve more practical agreements in such areas as extradition, police cooperation, intelligence sharing, and the combined use of forces, bilateral treaties appear to be more feasible. A bilateral agreement which contains all of those provisions for cooperation that the two signatories can readily concur in can be consummated quickly. Such bilaterals need not be delayed by attempting to achieve cooperation in difficult areas.

The International Security and Development Cooperation Act of 1985 (Public Law 99-83) calls upon the President to encourage the international community to focus attention and secure cooperation against terrorism world-wide. The law further provides the sense of the Congress for the President to negotiate a treaty to incorporate a variety of procedures to improve international procedures to combat terrorism.

Consequently, it would appear that there are advantages in both the multilateral and bilateral approaches to cooperative agreements to combatting terrorism.

PROPOSAL: The Department of State should initiate a two-track effort to secure international agreements for combatting terrorism.

1. A multilateral treaty against terrorism should be sought with a large number of participants in order to attain a broad international expression of condemnation for international terrorism. The objective should be one of wide participation in a general statement, that can be achieved quickly.
2. A parallel effort should be undertaken to obtain a series of bilateral agreements with our allies and likeminded nations for the purpose of combatting terrorism. The objective in these bilaterals would be to move quickly to achieve agreements in areas where there is already a concurrence of views on both sides. If where only limited concessions can be gained, these should be accepted and agreements rapidly concluded. This way, a network of bilateral agreements concerning terrorism might be achieved in a relatively short period of time.

STAFF CONTACT: CAPT L. H. Boink, 395-4950

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ISSUE PAPER NO. 32

COGNIZANT ACTIVITY: STATE

SUBJECT: Controlling Cross-Border Travel of Known or Suspected Terrorists

ISSUE: Increased international cooperation is required to control cross-border travel of known or suspected terrorists. These individuals or groups are currently able to travel from country to country with seeming impunity. Further, individuals expelled from, or denied entry into one country may be unwittingly allowed entry into another. What appears needed is a computerized system designed to monitor and control people movements across international borders. Further, there is a need for a back-up information exchange program between embassies and countries to share data on expelled individuals including known or suspected terrorists.

PROPOSAL: The State Department should take the lead in an interagency effort to upgrade existing systems or recommend development of a new computerized system to monitor cross-border people movements. Upgrading of the State Department's Automated Visa Outlook System (AVLOS) may have application in this area. Additionally, the Department of State should initiate a multilateral program to exchange information between like-minded countries and Embassies to supplement the systems referred to above.

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ISSUE PAPER NO. 1

COGNIZANT ACTIVITY: All Agencies

SUBJECT: National Program for Combatting Terrorism

ISSUE: The Vice President's Task Force on Combatting Terrorism was directed by NSDD 179 to review and evaluate the effectiveness of current U.S. policy and programs on combatting terrorism. In the process of this review it was found that elements of the overall national capability for combatting terrorism were distributed throughout a number of Departments and agencies within the Executive Branch. This in itself is not inappropriate, as each office has assumed responsibilities for combatting terrorism appropriate to the mission or objectives of their department or agency. However, it is not currently possible to go to any one single source to determine where all components of the national effort repose.

In order that national priorities can be set; to eliminate overlap, redundancy, and duplication; to provide the necessary resources for combatting terrorism; and to be certain that no necessary elements of such a program are neglected; all of the component parts of the national program for combatting terrorism should be collected into a single set of documents, where the various components can be identified as to purpose, responsible agency, resources available and assets required. Such a formal statement of a national program for combatting terrorism is required if the total effort is to be properly coordinated and managed at the national level. Today the national program is not properly expressed in such a way that it can be efficiently managed in order to identify shortfalls, eliminate redundancies, generate requirements for resources, and justify legislative and fiscal requests.

PROPOSAL: A programming document should be established that incorporates all of the diverse elements and components of the national program for combatting terrorism. This document should be so constructed as to facilitate the management and coordination of the total interagency program at the national level, identifying shortfalls, eliminating redundancies, generating requirements for resources, and justifying legislative and fiscal requests.

The programming document prepared by the Task Force to establish the baseline of the existing national program for combatting terrorism should serve as the interim programming document.

The programming document for combatting terrorism will be maintained by the National Coordinator for Combatting Terrorism on the NSC staff (see Issue Paper 3).

STAFF CONTACT: LTCOL R. L. Earl, 395-4950

ISSUE PAPER NO. 2

COGNIZANT ACTIVITY: All Department and Agencies

SUBJECT: National Policy for Combatting Terrorism

ISSUE: There should be a national policy on terrorism clearly expressed to serve as guidance for the program for combatting terrorism, the counterterrorism strategy, and the tactics for dealing with terrorists incidents. There could be both public and classified versions of this policy statement. Currently statements of U.S. Government policy toward terrorism are included in several national security documents. These existing policy statements may be sufficient and suitable for the purpose, but they should be reviewed to ensure that they provide the necessary guidance for both the development of the national program for combatting terrorism and a strategy to implement the national program.

PROPOSAL: A policy statement along the following lines should be expressed by the appropriate national security directive to serve as guidance in all national matters concerning terrorism.

"The U.S. Government is opposed to domestic and international terrorism and is prepared to act in concert with other nations or unilaterally when necessary to prevent and/or respond to terrorist acts." (NSDD 179 and NSDD 180).

"The USG considers the practice of terrorism by any person or group in any cause a threat to our national security and will resist the use of terrorism by all legal means available." (NSD 138)

"Terrorism is a problem shared by all nations. We will work intensively with others to eliminate the threat of terrorism to our way of life. States that practice terrorism or actively support it, will not be allowed to do so without consequence. (NSD 138) State-sponsored terrorist activity or directed threats of such action are considered to be hostile acts and the U.S. will hold sponsors accountable. Whenever we have evidence that a state is mounting or intends to conduct an act of terrorism against us, we have a responsibility to take measures to protect our citizens, property, and interests." (NSD 138)

"The U.S. Government will make no concessions to terrorists. It will pay no ransoms, nor permit releases of prisoners or agree to other acts which might encourage additional terrorism. It will make no changes in its policy because of terrorists, threats, or acts. The U.S. is determined to act in a strong manner against terrorists without surrendering basic freedoms or endangering democratic principles. The USG encourages other governments to take similar strong stands against terrorism." (Ambassador Oakley's speech)

STAFF CONTACT: LTCOL R. L. Earl, 395-4950

1SSUE PAPER NO. _____

COGNIZANT ACTIVITY: All Departments and Agencies

SUBJECT: National Organization for Combatting Terrorism

ISSUE: The organization for combatting terrorism must be compatible with the overall organizational structure of the U.S. Government, be capable of administering the programmatic aspects of the national program for combatting terrorism, be able to generate a counterterrorist strategy, and provide the operational capability for dealing tactically with terrorist threats and incidents. The existing organization utilizes the interagency approach, and the two principal components are the Interdepartmental Group on Terrorism which formulates policy, manages the program, and generally outlines the counterterrorism strategy; and the Terrorist Incident Working Group which generally operates in a tactical fashion to resolve threats and incidents in an operational context.

PROPOSAL: The existing interagency approach utilizing the basic organizations of the Interdepartmental Group on Terrorism and the Terrorist Incident Working Group should be retained with the following modification.

There will be established the position of National Coordinator for Combatting Terrorism in the National Security Council organization at the level of a Senior Director for National Security (Special Assistant to the President). The coordinator will:

1. Be supported by a small, full-time, dedicated staff.
2. Serve as Chairman of the Interdepartmental Group on Terrorism.
3. Serve as Executive Director of the TIWG.
4. Be responsible for maintaining the programming documents of the national program for combatting terrorism.
5. Provide management coordination of the entire national program for combatting terrorism through the programming documents and the Interdepartmental Group on Terrorism.
6. Provide a focal point for all matters concerning terrorism other than those clearly the sole responsibility of a single agency or department.

STAFF CONTACT: Mr. B. Hutchings, 395-4950

COGNIZANT ACTIVITY: STATE, NSC, CHIEF OF STAFF TO THE PRESIDENT
CHIEF OF STAFF TO THE VICE PRESIDENT

SUBJECT: Domestic Public Awareness

ISSUE: An important facet of America's ability to deal effectively with terrorism will be the extent to which the public understands the true nature of the threat. Administration statements on the subject convey, at a minimum, a reasonably accurate description of what we face. The words we use must carry the full weight of our condemnation and rejection, but should not obscure the nature of terrorism. The terrorists we face are not "mindless" nor are they "common criminals." Clearly criminal, terrorism is focused and intentional, planned and executed in the expectation that it will contribute to their political and ideological goals of the terrorists.

Particular factors facing the nation include:

- The decay of national morale; the feeling of helplessness or frustration on the part of the public.
- The institutional and psychological effects of terrorism are likely to be far more significant than the actual destruction.
- The loss of confidence by our allies.
- The potential boost in confidence for terrorists and their organizations by the perception of our lack of resolve.
- The threat of assassination of national leaders.
- The threat to U.S. infrastructure (monetary, electrical, communications, etc.)
- The threat of nuclear/biological blackmail.
- The lack of risk-free options when dealing with terrorists.
- The necessity for international cooperation to defeat terrorism.

During a terrorist crisis, one of a government's most important responsibilities is to maintain a public confidence in its ability to cope with all contingencies. If the U.S. is going to be successful in furthering its global interests while concurrently maintaining international peace and security, it must find a way to communicate with world audiences and gain support for its policies in the critical area of public opinion.

Although an Interdepartmental Counterterrorism Public Diplomacy Committee has recently been formed and a draft strategy and action plan has been composed, virtually no initiatives have been implemented toward an aggressive long-term public affairs program designed to combat terrorism.

PROPOSAL: The Interdepartmental Counterterrorism Public Diplomacy Committee should undertake an aggressive program to focus national and international attention on the actual nature of the terrorist threat.

- The program should generate a "national credo" of U.S. attitudes toward terrorism in order to pre-condition the public to the range of potential government responses to particular terrorist acts.
- Government statements on terrorism should avoid using words and phrases that do not accurately convey the profound danger posed to our national interests.
- That a public awareness survey be conducted to explore in depth the American people's perception, consciousness and understanding of terrorism and its impact on a free society.

STAFF CONTACT: LTCOL P. F. Daly (395-4950)

~~CONFIDENTIAL~~ISSUE PAPER NO. 14COGNIZANT ACTIVITY: STATE, NSC, Chief of Staff to the President,
Chief of Staff to the Vice PresidentSUBJECT: Voluntary Restraint on Publicity During a Terrorist
Incident

ISSUE: Terrorism is by its very nature a form of propaganda. Terrorism demands publicity to be effective; the media tends willingly to oblige terrorists in this demand. The relationship between terrorists and the media is symbiotic - the former rely on violence and the resultant publicity as means of commanding attention, while the latter view such acts as newsworthy, and thus, good for ratings. To the extent that the media acts as a catalyst for terrorism, with adverse effects on society in general and terrorist victims in particular, a wholly unrestrained media may not be in the interests of the common good. The media as a whole tends to underestimate terrorism as a specialized tactic that thrives on publicity. Because the media is news-oriented rather than issue-oriented, analysis of the terrorist phenomenon is often lacking. Media and government need to seriously consider a balance between keeping the people informed and the real questions of public security.

PROPOSAL: White House should establish a high level panel to meet and negotiate with the media to formulate a system of voluntary restraint for the media during a terrorist incident. It should recognize the media's need to develop new understanding, skills, and abilities to cope with this unique assault on the free society. It should be self-imposed and designed to elicit media assistance and support rather than suggest censorship. The panel should consider the following:

- Fora between senior government officials and responsible media executives to present the government views.
- Discussions with respected press specialty groups such as the Media Institute, National Association of Broadcasters, etc.
- Discussions with supportive third party groups capable of working with the media such as advertisers, academia, etc.

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- The ambiguity of the First Amendment freedoms has become an excuse for the controllers of mass communication to duck responsibility and to exercise by default the same censorship role which has been denied the government.
- The issue of the media and terrorism has never been considered by the Supreme Court even though some reporting could be interpreted as approaching a "clear and present danger."

The absence of a self-imposed system of restraint raises the potential for government regulation during a terrorist incident. The media, especially television, is much more susceptible to this pressure with the decline in public confidence. Networks may accept a voluntary system of restraint rather than risk a government move to impose regulations during a crisis. Examples include:

- No interviews with the families of the hostages or victims until after the terrorist incident is resolved.
- No payments to terrorist groups or supporters for interviews or access.
- No live, unequited coverage of actual terrorist events.
- No coverage of military plans or deployments in response to terrorist incidents.

STAFF CONTACT: LTCOL P. F. Daly, 395-4950

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ISSUE PAPER NO. 8

COGNIZANT ACTIVITY: STATE

SUBJECT: Extradition Treaties

ISSUE: The spread of international terrorism, involving frequent travel across borders on the part of terrorists to commit violent acts abroad or to escape prosecution at home requires us to reexamine the intent of the "political offense" exception in our extradition treaties. As it presently stands, the language of our law can be used, and is on occasion being used, as a safehaven for terrorists. The United States may extradite fugitives to foreign countries only pursuant to a treaty. Our extradition treaties preclude extradition if the fugitive is wanted for a "political offense." Current interpretations of the political offense exception by the courts and by defense attorneys is that anything goes as long as the crime was political in nature. These interpretations are frustrating U.S. efforts to gain the cooperation of other governments in closing legal loopholes that help terrorists. When terrorists are apprehended, there must be an effective means of extraditing them to the nation with jurisdiction to bring them to trial. This is particularly justifiable when that nation is a democratic regime which offers a fair judicial system. Extradition treaties should exclude specified crimes of violence from the scope of the political offense exception to extradition. These include such serious offenses as aircraft hijacking and sabotage, hostage taking, murder and manslaughter. Truly "political" offenses such as treason and espionage would continue to be excepted. The 1971 European Convention of the Suppression of Terrorism contains such a provision.

PROPOSAL: The State Department should conduct a review of the U.S. situation with respect to extradition arrangements. Following this review, it should initiate action for the USG to enact such treaties or supplement current treaties with democratic regimes which offer fair judicial systems. (Note: The US/UK Supplemental Extradition Treaty, revising our 1972 bilateral extradition treaty with UK, was signed on June 25, 1985, and transmitted to the Senate on July 17, 1985.)

STAFF CONTACT: COL D. L. Cole, 395-4950

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ISSUE PAPER NO. 16

COGNIZANT ACTIVITY: STATE, DEFENSE, NSC

SUBJECT: Deployment of Counterterrorist Forces

ISSUE: Experience has shown that terrorists are normally more vulnerable during the early stages of an incident. The reason for this is essentially twofold; initially there is confusion associated with an incident while the terrorists are attempting to establish control and a regimen. Second, during the early stages of an incident, the number of terrorists involved is normally small. As a situation develops, the terrorists will seek to reinforce their number as well as strengthen their position. This early vulnerability can be exploited if the option of military force is selected. It dictates early deployment of appropriate forces. Recent incidents show that the time required to reach a deployment decision can be lengthy and perhaps has negated the effectiveness of our military options. The readiness posture of the force permits its deployment in a matter of a few hours. Any delay in the decision to deploy fails to exploit the initial vulnerability of the terrorists and does not take full advantage of the counterterrorism force capability.

PROPOSAL: The Defense Department, NSC, and State Department should review current deployment criteria and authorization with a view toward early deployment of counterterrorism forces to a safe location near the incident. Actual employment of the force would properly remain a decision of the National Command Authority.

STAFF CONTACT: CAPT. L. H. Boink, 395-4950

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~~SECRET~~ISSUE PAPER NO. 17

COGNIZANCE: STATE, DEFENSE, NSC, CIA

SUBJECT: Current Policy regarding the Operational Security of JSOC/
DELTA

ISSUE: Current policy requires a system of cover and security concerning all aspects of the capabilities of the JSOC/DELTA Team remain strictly classified. As a result, the U.S. public, our allies, and our adversaries, including terrorists, are not aware of U.S. competence or the resources committed to combatting terrorism. Integral to deterrence strategy are capability, credibility and communication. This requires that those seeking to employ this concept need to communicate their capability to insure its credibility to the adversary. Our allies, for example the British (SAS/SBS) and the FRG (GSG9), have opted to announce their capabilities while maintaining an aura of strength and secrecy through a well thought out and effective public affairs program. Additionally, the existence of DELTA is widely known and reported in the press. Finally, the formulation of an effective public affairs strategy could actually enhance operational security.

PROPOSAL: The National Coordinator for Combatting Terrorism (proposed in Issue Paper 3) and his NSC staff, working with the Interdepartmental Group on Terrorism which he chairs, should develop an aggressive public affairs strategy designed to announce U.S. counterterrorist capabilities while stringently protecting particular missions, tactics and procedures. Because no public affairs personnel or assets are committed to JSOC, the 4th PSYOP Group, Fort Bragg, North Carolina, should be tasked to develop:

- A comprehensive public affairs strategy for JSOC including perceptions to foster and perceptions to deny.
- An aggressive OPSEC program designed to protect missions, tactics and procedures.
- An expanded deception strategy to be utilized during incident management, deployment and employment.

STAFF CONTACT: LTCOL P. F. Daly, 395-4950~~SECRET~~

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ISSUE PAPER NO. 21

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~~SECRET~~ISSUE PAPER NO. 42

COGNIZANT ACTIVITY: STATE, DEFENSE, NSC, CIA

SUBJECT: Deployment Policy for JSOC

ISSUE: Issue Paper No. 16 discusses the advantages of early deployment of counterterrorist (CT) forces. The issue is interrelated with operational security (OPSEC) matters and with exercises and training. For example, a national policy that required automatic deployment of some JSOC forces to the theater in which a terrorist incident has just occurred would not only reduce the OPSEC problem of JSOC forces being seen by press deploying from Ft. Bragg, North Carolina (i.e. this would be publicly acknowledged policy) but would also increase the deterrence of international terrorism (terrorists would know that the USG will do everything possible to create the capability to go after them militarily). (See Issue Paper No. 17 on JSOC OPSEC.) The decision to employ US CT forces would, of course, remain a decision of the National Command Authority, the President of the United States. On the matter of exercises and training, forward deployment of CT forces in high threat or crisis areas can, in effect, be accomplished by conducting increased training and exercises in that high threat area. Again, the spin off benefit on deterrence can be useful.

PROPOSAL: The national deployment policy for JSOC should include the following:

(1) as a public policy, US CT forces will deploy to the theater of an international terrorist incident involving American hostages, and

(2) as a classified policy, US CT forces will whenever possible conduct training and exercises in high threat theaters to familiarize/condition the CT forces, reduce deployment time in the event of an incident, and increase deterrence (to the extent terrorist groups perceive this higher CT profile in the region).

STAFF CONTACT: LTCOL R. L. Earl, 395-4950, (Secure via WH switch)

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12070	PAPER ISSUE PAPER NO. 11	1	ND	B1

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B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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ISSUE PAPER NO. 20

COGNIZANT ACTIVITY: CIA

SUBJECT: Expanded HUMINT Capability Against Terrorism

ISSUE: With the emergence of terrorism as an issue of national concern, our intelligence agencies shifted increased attention and assets to collection, analyses and dissemination of information on this threat. The nature of the small, fanatical, close-knit terrorist groups that have become very active in the recent past makes them difficult targets to collect against, particularly using the traditional or high technology methods on which we rely for collection against the strategic threat.

The objective, to pinpoint the plans and targets of terrorist grounds, will not easily be attained under the circumstances. It will be a long and costly effort which may not be entirely successful, but which nonetheless must be undertaken. The effort will of necessity be based heavily on HUMINT, the method most likely to provide the type of timely, specific information which can be of utility in terrorist situations. The U.S. will have to redevelop its capabilities in this field, focusing on high-threat areas, and

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STAFF CONTACT: CAPT D. J. McMUNN, 395-4950

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12072

ISSUE PAPER NO. 40

This issue paper is classified Top Secret and will be distributed separately to cognizant activities.

Staff Contact: CAPT D. L. McMunn, USN, 395-4950
(Secure line via WH switchboard)

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NLRR FOI-006/z #12072
BY CW NARA DATE 9/7/07

ISSUE PAPER NO. 40

This issue paper is classified Top Secret and will be distributed separately to cognizant activities.

Staff Contact: CAPT D. L. McMunn, USN, [REDACTED]
[REDACTED]

ISSUE PAPER NO. 35

COGNIZANT ACTIVITY: STATE, DEFENSE, CIA, JCS

SUBJECT: Country Team Briefings

ISSUE: A terrorist incident often forces an Embassy Country Team to deal with the variety of resources the USG has committed to combat terrorism. The Ambassador may be required to present potential options or describe our capabilities to the host nation. Prior knowledge of USG policies, resources, and capabilities will ensure a quick transition to the necessary crisis management.

PROPOSAL: The Department of State should arrange for and require all Ambassadors, DCM's, Chiefs of Station, and Military Attaches be briefed on USG policies, resources, and capabilities committed to combatting terrorism. This briefing should be provided in conjunction with a risk assessment of the particular country and region.

STAFF CONTACT: Mr. B. Hutchings, 395-4950

LEGISLATIVE LIAISON

The Vice President met with selected members of Congress on September 16 in the White House. The following were in attendance:

The Vice President
Senator Denton
Senator Hatch
Senator Johnston
Senator Nunn
Senator Rudman
Senator Thurmond
Representative Daniel
Representative Fascell
Representative Ireland

Working Group members have met with staff representatives from both the House and the Senate. (Senate Select Committee Intelligence, Senate Judiciary, Senate Appropriations, House Foreign Affairs, House Appropriations Committee)

The Executive Director is scheduled to meet with Senator Durenberger on November 1, 1985.

MEDIA CONSULTATIONS

Scheduled to meet with the Vice President on November 23, 1985:

TIME	Strobe Talbot	Washington Bureau Chief
NEWSWEEK	Morton Kondracke	Washington Bureau Chief
US NEWS	David Gergen	Washington Bureau Chief
AP	Charles Lewis	Washington Bureau Chief
UPI	David Weesly	Washington Bureau Chief
NY TIMES	William Kovach	Washington Bureau Chief
WASH POST	Ben Brandlee	Editor
CNN	Ed Turner	President, News Division
NBC	Larry Grossman	President, News Division
ABC	Roone Arledge	President, News Division
CBS	Ed Joyce	President, News Division
Columbia U.	Fred Friendly	Graduate School of Journalism

Media Seminars Attend by Working Group Members:

CSIS CHALLENGES FOR THE PRESS

Fred Friendly	Columbia University
Fred Barnes	New Republic
Charles Krauthammer	New Republic
Daniel Schorr	National Public Radio
John Wallach	Hearst Newspapers

SRI INTERNATIONAL TERRORISM

Arnavd de Borchgrove	Editor, Washington Times
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WNBC-TV	MEDIA & SOCIETY SEMINAR	
New York	Bud Carey	VP & General Manager
	Terry Baker	Executive Director
	Jerry Nachman	Director of News
	John Miller	Reporter

OBJECTIVES - ROUNDTABLE WITH AMBASSADORS

Your objectives are to:

- Elicit ideas, comments, and suggestions from Ambassadors on terrorism issues.

TALKING POINTS - ROUNDTABLE WITH AMBASSADORS

- Open meeting with perspective and background on Task Force.
- Holloway's group has seen 70 various "experts"; field trips; consulted with Congressional staffs; overseas visits.
- Met with selected Senators; Congressmen; Haig; Kirkpatrick; Airline CEOs.
- Will meet Kissinger; Brzezinski.
- Consulted with European Heads of State during trips and others in Washington.
- Turn to Holloway for specific issues and proposals:
 - international cooperation
 - positive responses to terrorist threats
 - national program/policy/organization
- Invite comments on:
 - role of media
 - extradition treaties
 - use of Delta team
 - adequacy of intelligence
 - terrorism as crime vs. war
 - use of country teams in crisis management
 - need for exercises by decision-makers

Package

- 1) update list of consultations, visits, briefing
- 2) list overseas visits w/ who, when
- 3) include appropriate issue papers
- 4) list on Congressmen seen
- 5) media

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TASK FORCE ROUTING SHEET

Date of Receipt 11/4 Router's Initials ELP

Remarks:

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OFFICE OF THE VICE PRESIDENT

WASHINGTON

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MEMORANDUM FOR THE RECORD

SUBJECT: Vice President's Meeting with Selected Ambassadors

Date: October 31, 1985

Time: 1400-1530

Location: Room 176, OEOB

1. Purpose: To appraise participants of Task Force on Combatting Terrorism purpose and programs to date, and to solicit their ideas, comments, and suggestions.

2. Participants:

The Vice President
Don Gregg
Admiral Holloway
CAPT McMunn

Ambassador Richard Helms
Ambassador Samuel Lewis
Ambassador Malcolm Toon
Ambassador Vernon Walters

Pre-brief: Col Reynolds Lopez Nuila, Minister of Public Security, El Salvador

3. Views expressed:

Col. Lopez Nuila was in the White House with El Salvador's President Duarte and, at the suggestion of President Reagan, was invited to address this meeting with Vice President Bush on combatting terrorism.

- Terrorism has evolved in the latter half of the twentieth century from actions by "deranged anarchists" to a means of political action, a tactic to achieve political gains; to damage a state, to gain publicity, and to demonstrate the depth of their disagreement.
- In El Salvador, the fortunes of the group opposing the government have been reversed by effective government policies and so they have shifted tactics to urban terror. They want to reach the point where people will demand peace at any price (as happened in Nicaragua).
- El Salvadorian terrorists are supported by Nicaragua and trained in Cuba.
- In answer to the Vice President's question, Lopez Nuila believes that "Managua" played a key role in the kidnap of Durate's daughter. Over the 44 days she was held, all communications with the terrorist decision makers came from Managua.

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- In answer to the Vice President's question on the dilemma El Salvador faced in negotiating with kidnappers, Lopez Nuila acknowledged the recognition that others may be put at risk by the concessions made to gain the release of Miss Duarte. He said that the political and military leaders first developed a consensus on how much the government could afford to give, refusing to give in to the maximum demand of ceasing military operations against the guerrillas. Then they negotiated within that consensus.
- Lopez Nuila feels there is a need for a third category of crime (in addition to common crime and political crime) to accommodate terrorism. Today Carlos and Sakarov can both be subsumed under political crime. Clearly the nations of the world need to convene, as they did to abolish slavery, and agree to unite steadfastly with a convention against the crime against mankind: terrorism.

The Vice President thanked Col. Lopez Nuila for bringing his first-hand perspective on terrorism to the meeting. The Colonel then left with his State Department escorts (Mr. Seidenman and Mr. Gettinger). Next Admiral Holloway briefed the Ambassadors on the Task Force objectives and organizational progress to date. This precipitated a lively discussion. Views of the selected Ambassadors follow:

A. Ambassador Toon:

- Kidnap and murder of Soviet diplomats in Beirut is a significant development in that the USSR, long a supporter of groups that use terrorist tactics, now is forced to face terrorism as a threat to its own interests. Along with the other participants, Toon sees an opportunity for the U.S. to draw in the Soviets and begin a dialogue on combatting terrorism.
- We need to get back to "dirty tricks" if we are to fight terrorists effectively. We should "execute" the murderers of Noel and Moore (who today are rumored to live in the Nile or the Khartoum Hilton), much as the Israelis went after the murderers of their Olympic Athletes in their "wrath of God" campaign. We need to form our own (or else get third party) "hit squads."

B. Ambassador Helms:

- The bombastic rhetoric of government spokesmen and cabinet officers teaches the public false expectations. The problem of terrorism is itself exaggerated when we declare war on it. Like the wars on cancer and on poverty, it cannot be won. PM Peres sets a good example when he says terrorism is a "manageable" problem. We, with our enflamed rhetoric, make it unmanageable.

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- Fighting terrorism is a matter for secret diplomacy of the first order. Need to reduce Congressional oversight to one joint committee (no staff - 2 or 3 principals).
- Need to increase the national intelligence priority for terrorism. Focus on state sponsorship and follow through (e.g. stop buying oil from Libya and prevail on our allies to do the same).

C. Ambassador Walters

- Terrorists have made a deliberate decision not to hit targets in the United States to avoid raising the spectre of American retaliation.
- In public rhetoric, we need to adopt a policy of "creative ambiguity"/"constructive ambiguity"
- U.S. Government needs to concentrate its resources against the terror target. Intelligence should look at bank records. We could enlist the Swiss. Rewards should be large (at least \$1 million) and widely promulgated. Go for and exploit airline manifests and passport records/customs. Pursue aliases and false passports. And if the terrorists' passports are not false, approach the governments that issue them (e.g., Algeria and Iraq diplomatic passports.) Devise ways to infiltrate terrorist organizations and means to have our agents pass their filters (i.e., be able to commit a crime to establish bona fides). Convince other governments to assist us using both positive and negative incentives (e.g, tell Mubarrak to put the murders of Noel and Moore on a plane and tell us which one it is).
- Should get a Terrorist Power Act passed to exclude the U.S. Government actions to combat terrorism from conventional legislative constraints.

D. Ambassador Lewis

- Agreed with Ambassador Helms on the need to cool our rhetoric. By claiming strong "intentions" and then not delivering, we appear to be all talk and no action.
- International cooperation is an elusive goal because most European politicians see the U.S. as the target and they think they can avoid becoming one by not being seen as associated with us. Need to work below the political levels with the security and intelligence services of these governments. At best, the potential for international cooperation is reduced to the least common denominator of self-determined self interest.

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- Fears terrorism is coming to continental U.S. and, when it does, the public reaction will be so strong that we may unwisely jeopardize civil liberties .
- Organization of the government's capability to combat terrorism is basically a trivial issue. The Task Force should deal with it quickly and then get on with implementing an effective policy.

In summary, there was a clear consensus that our actions to combat terrorism must be tough, realistic, consistent, and flexible. Options to attack terrorists preemptively and in retaliation should be aggressively pursued in the executive, legislative, and judicial branches, and internationally by our diplomatic and intelligence services. The Vice President noted in the course of the discussions that all agreed there may be an opportunity to cooperate with the Soviets. He cautioned the group on underestimating the strong views of the American people that stimulate some of the rhetorical excesses from politicians responding to a perception that the government is "not doing anything" about terrorism. It's a real dilemma. He also recalled the harsh criticism that he received from the American Jewish Community during the 1984 Presidential campaign when, in a debate with Mrs. Ferraro, he suggested a solution to Palestinian problems as one means of addressing the threat of terrorism. This proved to be a politically volatile linkage and we all need to be sensitive to that. And finally, Vice President Bush agreed that the time may be right to work with the Congress on better legislation to combat terrorism. One area he mentioned specifically was the Freedom of Information Act, which he feels has been frivolously and mischievously exploited.

Submitted by: CAPT David J. McMunn, USN

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