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Folder Title: IN-HIS 1-21 Persian Gulf 06/09/1987
(2 of 5)

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WITHDRAWAL SHEET

Ronald Reagan Library

Collection Name SITUATION SUPPORT STAFF, WHITE HOUSE: RECORDS

Withdrawer

JN 8/30/2019

File Folder IN-HIS 1-21 PERSIAN GULF 06/09/1987 (2)

FOIA

F04-056/2

Box Number 2

BATTLE

2

ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
242846	NOTES	RE: PERSONNEL	1	ND	B6
243195	MEMO	HANDWRITTEN MEMO MICHAEL TO OAKLEY RE SIMULATION	1	5/29/1987	B1
242847	MEMO	RE: MICHAEL TO IKLE RE: SIMULATION (WITH ATTACHMENTS)	9	6/2/1987	B1
242848	MEMO	SAME AS 242847	9	6/2/1987	B1
242849	PAPER	RE: SIMULATION	10	ND	B1
242850	PAPER	RE: OUTLINE AND MAIN POINTS FOR PERSIAN GULF GAME	1	6/4/1987	B1
242851	MEMO	MICHAEL TO JAGO RE: GULF GAME	2	6/9/1987	B1

The above documents were not referred for declassification review at time of processing

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

- B-1 National security classified information [(b)(1) of the FOIA]
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Lois
Point is when something is sent in, it should have a name

Mr. Michael,

Attached on LEFT side are revised notes of Gulf Simu; RIGHT revision 3.

Monday when Bing handled them to me, he said to change REV 1 to 2. Today, it became 3 with date of 2 June.

*on it 2 is I know
I know
some
nobody
from -- someone
must have sent this to me.
Lois*

As to authorship, according to Jeff everyone is involved: you, Bing, Eric and Jeff. At this point I could not tell you who originated what section, para, etc.

Lois

~~I am now working on the~~ Ikle memo also on Right

Pls let me know if you wish this handcarried to Ikle today,

I will try to get it over there before I leave at 3:30 PM for dentist.

Lois
YES

NATIONAL SECURITY COUNCIL

2-Jun-1987 07:20 EST

MEMORANDUM FOR:

James W. Koehler (KOEHLER)
Wendy E. Gray (GRAY)
Lois A. Jago (JAGO)
Jeffrey L. Hughes (HUGHESJ)

FROM: Louis G. Michael
(MICHAEL)

SUBJECT: Gulf Simulation

Pass to West on receipt of message, please.

Participants other than NSC staffers look rather skimpy.

We should go ahead on outsiders -- need more on Binnedijk, before inviting him.

State does not look strong.

Let's check around with Ermarth, Oakley, Cockell, DOD, etc. to get a good intelligence person -- CIA ?

Clean up the VI notes on Simulation.

The cover sheet to F.I.:

Change title: NSC/DOD Simulation: Gulf

Drop entire 1.

On 2., drop: "2. PROCEDURE. The". Begin with unnumbered para "Enclosed" . Drop idea of four hours.

On 3. drop: "3. FOCUS." Begin with unnumbered para "In each move".

On 4., drop: "4. EXPECTED OUTPUTS." Begin with unnumbered para "In the" Modify bowlegs 5) to provide a sense of where Presidential and U.S. longer term interests stand at the end of various simulation outcomes.

Drop 5. and substitute the following for it:

"We are discussing this general approach with the USDP staff. The attached six part paper outlines

current development of our thinking. Please
advise me or Bing on your ideas.

"Faithfully,

"Louis G. Michael"

Thanks. Lou Michael

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242847 MEMO

9 6/2/1987 B1

RE: MICHAEL TO IKLE RE: SIMULATION (WITH ATTACHMENTS)

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

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MICHAEL

4247

THE WHITE HOUSE
WASHINGTON

3 JUNE 1987

FOR COLIN POWELL

THRU EXEC NSC _____
(PEARSON OR GREEN)

RE: GULF SIMULATION

- WE HAVE A GOOD SIMULATION LINED UP FOR NEXT TUESDAY
- ATTACHED IS OUR PLANNING APPROACH
- PARTICIPATION IS HEAVY → ALL NSC SENIOR DIRECTOR; HEAVY OSD/JCS/NAVY; GOOD BALANCE
[LIST HERE IS CHANGING)
NOT UP TO DATE]
→ MORE THAN 20 PEOPLE
- NSC SENIOR DIRECTORS ALL INVOLVED IN PLANNING + DEVELOPMENT


MICHAEL

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242848	MEMO SAME AS 242847	9	6/2/1987	B1

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TO: JIM KOEHLER

~~SECRET~~

HUGHES

1520. 3 JUNE 1987

25

6/3/87

LOU -

AS WE DISCUSSED YESTERDAY, HERE IS A DRAFT OF THE GAME PAPER, WITHOUT THE ATTACHMENTS, MAPS, APPENDECES, ETC. IT IS VERY ROUGH, BUT BY GETTING IT TO YOU NOW, I WILL HAVE TIME TO TURN IT AROUND AS YOU SEE FIT.

IT IS AN EFFORT TO CAPTURE YOUR NOTES AS WELL AS THE COMMENTS OF BOB OAKLEY AND DENNIS ROSS.



BING WEST

CC: JIM KOEHLER
ERIC LARSON
JEFF HUGHES

Game draft

Outline

DECLASSIFIED
Sec.3.4(b), E.O. 12958, as amended
White House Guidelines, Sept. 11, 2006
BY NARA JN DATE 8/30/2011

~~SECRET~~

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242849	PAPER RE: SIMULATION	10	ND	B1

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NATIONAL SECURITY COUNCIL

1240 PM

4 June

Have a call in to Bing - recording device
message states he will be in sometime this PM

to have him come in and read the attached
plus get done items LGM wants.

Wade/Wendy will let him know if he calls
and I am not there.

Lois

P.S. If Jim here, Bing will talk to him too.

cc: JIM, JEFF, ERIC

NATIONAL SECURITY COUNCIL

4-Jun-1987 08:41 EDT

MEMORANDUM FOR:

James W. Koehler (KOEHLER)
Jeffrey L. Hughes (HUGHESJ)

FROM: Louis G. Michael
(MICHAEL)

SUBJECT: Gulf Simulation

Lois pass hard copy to West.

Need detailed listing of participants before the weekend.

Need briefing/session or explanation of how situation will be presented to participants -- specific OB? maps other tng aids? How we handle the classification aspects?

Some things which I believe should be included:

- OB all relevant parties
- Exclusion zones
- General shipping information
- Risk areas and reasons for risk
- AWACs tracks
- US involvement/deployments various states
- etc. etc. etc.

I met with F.I. last night and talked about two things:

- a. Length of program -- he wants 4 hours -- I said we could go to that if needed -- but 3 should be goal.
- b. Classification -- he wants high classification -- I said most of what appears classified to us, is really public knowledge, including alot of technical information on systems,etc.

Would like to LFFO on a. above from staff.

Would like to hear from staff how we intend to handle b.

above.

Thanks, yours in gaming, Lou Michael

CC: Lois A. Jago
CC: Eric Victor Larson

(JAGO)
(LARSON)

JWK, 2000
5 Jun 87

PG SIMULATION ACCOUNTABILITY

<u>ITEM</u>	<u>WHO</u>
- Reference points/baseline information:	
-- Order of Battle--US/USSR/IRAN/IRAQ/GCC/ EUR ALLIES	West
-- General Shipping Information	West
-- Summary of US Involvement	West
-- Summary of US Dialogue w/Allies/Soviets	Hughes
US POL/O&S -- Administration Interaction w/Congress	Hughes
-- Summary of Administration Statement to Public	Hughes
-- Summary of US Dialogue w/Arab States	Larson
-- Maps (viewgraphs/computer-generated, already in existence)	West (w/SS)
--- AWACS Coverage	
--- Iran/Iraq Forces and Casualties	
--- Silkworm Coverage	
--- USSR/US Navy Vessels in PG	
--- Attacks on Shipping/Exclusion Zones	
--- High Risk Areas	
-- Factsheets	Larson
--- Silkworm	
- Security Issue	West/ Koehler
-- Can we invite Jabber (no clearance) on onetime basis? (if not cancel Jabber)	
-- Dorance Howland checking procedures	
-- Game to be conducted at SECRET level	

- Access Roster of Players
 - Needs completed SSANs/DOBs West
 - Typing Wendy
- Handouts
 - List of Participants West
 - Team Assignments West
 - Game Package West
 - Maps (viewgraphs/computer)
 - PG w/ship attacks/exclusion zones West/Bishop
 - PG w/Silkworm location/arcs West/Bishop
 - PG w/AWACS coverage West/Bishop
- Room Set-up (208/Anteroom)(303 will be for Iran Group meeting) West/Bishop
- Food/drink Clark/Lois
- Recorders
 - Blue Group West
 - Green Group Blaker (BW empl)
 - Iran Group Murray (BW empl)
- After-Action-Report (draft) West
- Graphics
 - Seating Chart (1 chart) West/Bishop
 - Game Overview (2 charts) West/Bishop
- DES Script West
 - Welcome
 - Overview
 - Purpose

-- Security

- Game Format & Baseline Data Brief (to be presented by DES) West
- Brief of Convoy ConOps (request currently being considered by OJCS) J-3

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242850	PAPER RE: OUTLINE AND MAIN POINTS FOR PERSIAN GULF GAME	1	6/4/1987	B1

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NATIONAL SECURITY COUNCIL

5-Jun-1987 06:49 EDT

41

MEMORANDUM FOR: SEE BELOW

FROM: Louis G. Michael
(MICHAEL)

SUBJECT: Gulf Simulation

LOIS JAGO PLEASE PASS HARD COPY TO BING WEST:

THIS IS TO BING WEST FOR ACTION:

FOR BING WEST:

LOIS JAGO PLEASE ENSURE THAT BING WEST RECEIVES HARD COPY AND UNDERSTANDS THIS MESSAGE IS ADDRESSED TO HIM AS WELL AS OTHER ADDRESSEES.

My pleasure coefficient re Gulf Game management is not high.

The issues are:

1. Accountability
2. Precision
3. Getting mail around

Accountability. My understanding is that Contractor West is accountable for getting work done associated with the preparation of the game.

-- At brief yesterday afternoon 5:30 PM to 7:00 PM I was hearing things that made it appear that accountability was ambiguous -- i.e. West: "that is up to your people to get done".

--- If I am to assume a mission I want to know about it personally, agree to assume it, and then pick the people and the method to get it done -- if I agree to do it.

-- I see Koehler running around doing things and worrying about details; I see Hughes spending far too much time on support of the game, proofing material, acting as a runner etc. at a time when I have him overcommitted to other missions.

- YK
- I want a report on Monday as to who exactly is accountable for what. Today my sense is that many are involved, but no one is accountable.

Precision. I have personally invested too much time in this project -- to the point of drafting the basic guidance paper one morning at 3:00 AM. Having done that, I want more than extraordinary care taken to ensure what I have laid out is not lost or mixed up out of context.

- Fundamental check list for 5 or 6 bases which have to be covered before we can say we are ready for conveying were explicitly spelled out in planning papers for the game -- for very good and sound reasons.

- by yesterday afternoon these had disappeared and we had to sloppily recreate them in real time -- wasting time, lacking precision, and undermining my confidence in how many of the other principle elements which I had crafted with CPP and 5 Senior Directors, NSC, have not been precisely carried forward.

- The main mission I have restated at least 10 times over the last 10 days is the construction of the baseline.

- I have described this six ways from Sunday including the classification and sanitization aspects a dozen times -- including in a memo to West yesterday -- in exquisite detail

- This was not only not precisely addressed, it was totally ignored in preparations.

- My lips are not being read -- to say nothing of precision, and the result is that the only thing of any consequence that needs doing is not being properly done as of yesterday

I am not going to rewrite my oral and written instructions previously repeated again and again -- dig out the files and get the list together -- I want to review what has been done Monday.

Getting the Mail Around. My mail is obviously not getting delivered to West -- this is Jago responsibility -- has dropped through the crack -- fix.

Other mail just floats -- list of attendees should be managed in orderly efficient way, with obviously daily updates in

appropriate categories, delivered to appropriate people (me) on a daily basis, in accord with some system, through some people.

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Up to this point I have received nothing that is satisfactory on attendees. I have received plenty that is unsatisfactory -- including two lists from nobody (at least who stood behind them could not be identified, and nobody knew whose list they were) which told me nothing. This is a very simple thing to get done and to do. I would be pleased to describe a simple system and explain how to implement it -- however, I would like some initiative taken at a lower level of management.

Typing should be done in a timely fashion and gotten around before review times and meeting times. I have had junk dumped on me to proofread and edit; I have had junk dumped on me to read which I cannot read because it is unintelligible, and so on. Someone needs to make order out of the mail and typing system. Fix this by Monday.

*

In sum:

Accountability: Michael Chef
Koehler Dir Ops -- general oversight
Hughes Ops Officer in charge of
coordinating game management
West Contractor; producer

Some hierarchy like this would be useful, as opposed to the circular chase method now being used

Precision: Establish a chain between between the logic of your starting outline and key points and where you are ultimately going

Do not daily rewrite everything on the back of an envelope without precise reference to the foregoing chain

Do not be imprecise and lose half the key points in the process

Pay precise attention to the messages I send, and specific directions I give (these are different from conversations, and are often in writing)

Mail:

Establish a simple method of working,
and mail routing.

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It makes no difference what this
system is, as long as you have one.

My only requirements are that (1) I
know when and who prepared a piece
of paper; (2) I know what the
recommended action requested of me
is; and (3) I do not have unreadable,
piecemeal junk delivered when I am
trying to do other things.

Koehler, West, Hughes please pick your own time on Monday,
get on my calendar -- preferably in room 208. We will meet
for 30 minutes to address the following:

- 3 1. West: Who is accountable for what?
 Koehler: Confirmation of foregoing
 Hughes: Agreement that all is not being
 dumped on him to sort out

- 15 2. West with support of Bishop, approval of
 leBras, and in coordination with Koehler

 -- present in real time all the
 training aid, maps, fact sheets,
 etc. that I can use at the outset
 of the game to describe the baseline
 consistent with my previous guidance

 -- I will review all this, give
 guidance on how I am going to
 orchestrate the presentation of
 the baseline and what support I
 need from Bishop in technical
 aspects of doing so.

- 3 3. West present anything else he wants me to
 use other than the baseline.

Notes: a. I do not care about much else,
while important in others'
minds, the folders, the Qs for
groups, the steps, etc. are
not a real problem requiring
much management attention --
the baseline (2., above does)

b. I have seen the folders and
outlines of previous games
30 times now -- I do not need
to see these again.

- 41
- 2 4. A definitive list of attendees and status
 to be handed me by West

 -- final discussion of this list

 - 2 5. Koehler -- any other business

 (Koehler and West can use any amount of
 time over 2 minutes which they wish for
 other business -- my business only needs
 30 minutes -- I wish to accomodate West
 concerns about taking too much time
 -- for example, last night)

Let's get this procedure on track with minimum fuss -- read carefully what I have taken time to set down to help you.

I don't care what I spend on this project -- \$500,000 a year; \$1,000,000 a year -- machs nichts -- but I do want spent whatever it takes to not cause me to do the work -- for example -- with the alert I gave on sanitized baseline -- a research assistant or research service or clipping service or anyone off the street could have assembled an unclassified baseline over the last 10 days -- for less than \$5,000. If it takes more than \$5,000 -- who cares.

v.r. Lou Michael

Distribution:

FOR: Lois A. Jago	(JAGO)
FOR: James W. Koehler	(KOEHLER)
FOR: Jeffrey L. Hughes	(HUGHESJ)
CC: David Allan Bishop	(BISHOP)
CC: Carol A. Paquette	(PAQUETTE)
CC: James W. Koehler	(KOEHLER)
CC: James McKinney Larkins	(LARKINS)
CC: Paul J. Lebras	(LEBRAS)
CC: Ralph H. Sigler	(SIGLER)
CC: Randall K. Maroney	(MARONEY)
CC: James F. Purdon	(PURDON)

NATIONAL SECURITY COUNCIL

9-Jun-1987 01:30p EDT

46

MEMORANDUM FOR:

Lois A. Jago (JAGO)
Jeffrey L. Hughes (HUGHESJ)
James W. Koehler (KOEHLER)

FROM: Louis G. Michael
(MICHAEL)

SUBJECT: Wednesday Breakfast

PASS TO BING WEST PASS TO BING WEST ASAP

Action: Koehler
Hughes
West

Bing defer work on the three pager, and see if we can do a 1 page 5 point talking paper for use of NSC principal at tommorrow morning State/Def breakfast.

Talking Points should be entitled:

Persian Gulf Notes

Once drafted, Koehler/Hughes consult with me and we can coordinate with Oakley.

Thanks -- Lou Michael

NATIONAL SECURITY COUNCIL

9-Jun-1987 01:28p EDT

MEMORANDUM FOR:

MICHAEL

FROM: jnet%CPUA::NSAM
(NSAM@jnet%CPUA@MRGATE)

47

SUBJECT: S-W-C Breakfast

Received: From CPUA(NSAM) by VAXC with RSCS id 8868
for MICHAEL@VAXC; Tue, 9-JUN-1987 09:36 EDT
MSG:FROM: NSAM --CPUA TO: NSRBO --CPUA
To: NSRBO --CPUA

06/09/87 09:36:58

NOTE FROM: Arta Mahboubi
SUBJECT: S-W-C Breakfast

This weeks breakfast will be at State w/Whitehead, Holmes, Armacost.
From DOD Taft, Ikle, and colonel Goodberry will be attending.

Item from Defense:

Lessons learned from Persian Gulf Simulation Exercises "The Game"

Action: Oakley Concurrence: Michael

POC: Fred Smith at 697-1802. (Need to call secure)

Please prepare a brief one page paper on the above subject and forward
w/out log number to the Exec. Sec. office as soon as you can but NLT
1300 hrs today.

Many thanks.

cc: MICHAEL --VAXC NSGSG --CPUA
NSWRP --CPUA NSCMB --CPUA
NSEMM --CPUA NSMS --CPUA

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IN-HIS 1-21 PERSIAN GULF 06/09/1987 (2)

FOIA

F04-056/2
BATTLE

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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]
- B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- 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]