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File Folder NSDD ON VICE PRESIDENT'S TASK FORCE (5 OF 13)

FOIA

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ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
17273	LIST	DUPLICATE OF #17269 - CONSULTATION LIST FOR TASK FORCE ON COMBATTING TERRORISM PAR 3/5/2007 F99-008/2	2	ND	B6
13273	LIST	SENIOR REVIEW GROUP, PARTIAL PAR 3/24/2008 F99-008/2	1	ND	B3
13276	LIST	TASK FORCE ON COMBATTING TERRORISM, PARTIAL CLOSURE	1	ND	B6

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

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VADM JOHN POINDEXTER

SENIOR REVIEW GROUP
VICE PRESIDENT'S TASK FORCE ON
COMBATting TERRORISM

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OFFICE OF THE VICE PRESIDENT
WASHINGTON

FIRST MEETING
OF
SENIOR REVIEW GROUP
VICE PRESIDENT'S TASK FORCE ON COMBATTING TERRORISM
11 SEPTEMBER 1985
0900-1000
ROOM 208, OEOB

PARTICIPANTS

EXECUTIVE DIRECTOR: Admiral J. L. Holloway, USN (RET.)

SENIOR REVIEW GROUP

STATE: Amb. Parker Borg for Amb Robert Oakley
TREASURY: J. Robert McBrien
DEFENSE: Noel Koch
JUSTICE: Jay Stephens for Lowell Jensen
TRANSPORTATION: Jeff Shane for Matthew Z. Scocozza
CIA: Charles Allen
JCS: VADM Arthur S. Moreau
FBI: Oliver Revell
NSC: Oliver North for VADM John Poindexter
WHITE HOUSE: Fred F. Fielding (Dick Hauser)
OMB: David Sitrin for Dr. Alton Keel

WORKING GROUP

Ambassador Edward L. Peck (Deputy Director)
② Lou H. Boink
③ David L. Cole - *Congressional Counselor*
Craig P. Coy
Patrick F. Daly
② Robert L. Earl
① Burton Hutchings
③ David J. McMunn

LIAISON GROUP

FBI Charles Stapleton
FAA Billie Vincent
OMB David Sitrin for Arnold Donahue
JUSTICE David Bouvinger



OFFICE OF THE VICE PRESIDENT
WASHINGTON

AGENDA

FOR

TASK FORCE ON COMBATTING TERRORISM

SENIOR REVIEW GROUP

9:00 A.M.

11 SEPTEMBER 1985

1. Opening Remarks - J. L. Holloway, III, Executive Director
2. Status of Working Group
 - Individual Task Update
3. Discussion

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)
 Mrs. Ann Armstrong
 Howard T. Bayne
 Dr. J. Bowyer Bell
 Dr. Z. Brzezinski
 Dr. Ray Cline, CSIS
 Dr. Martha Crenshaw, Wesleyan Univ.
 Lawrence Eagleberger
 Dr. Thomas Evans, Johns Hopkins/Applied Physics Lab (APL)
 William F. Farrell, Naval War College

[REDACTED]
 Amb Louis G. Field, Jr.
 COL Mike Flynn, JSOC J2
 Commodore Cathal Flynn, DOD Naval Investigative Service (DOD/NIS)
 Samuel T. Francis, Heritage Foundation
 GEN Paul Gorman (Ret.)
 GEN Alexander Haig
 Amb Richard Helms
 Paul Henze, Rand Corporation

[REDACTED]
 ADM Inman (Ret.)
 Brian Jenkins, Rand Corp.
 Dr. Judith Kipper, American Enterprise Institute (AEI)
 Dr. Henry Kissinger
 Mr. Noel Koch, DOD International Security Affairs (DOD/ISA)
 Dr. Robert H. Kupperman
 Amb Bruce Langen
 Michael Ledeen, CSIS
 Dr. Neil C. Livingstone
 ADM Long (Ret.)
 Dr. Edward Luttwak, CSIS
 Mr. Ed Mickolus, author

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

COL Augustus Norton, U.S. Military Academy
 John Norton, PGH Div of Public Safety/
 Pres Int Assn Chiefs of Police
 General William Odom, USA
 COL Chuck Owens, Army ACSI Staff
 H. Ross Perot
 Amb Tony Quainton
 Jeff Record
 MGEN Rice, DOD/JSOA

[REDACTED]
 Dr. Gary Sick, Ford Foundation
 Robert J. Simmons, Former Staff Director, SSCI
 [REDACTED]

CONSULTATION LIST FOR TASK FORCE ON COMBATting TERRORISM:(cont.)

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 Chief
Clair Sterling, author
Amb Walt Stoessel
Dr. William J. Taylor, Jr., CSIS
John Thomas, Asst Sec State for Admin
Amb Malcomb Toon
Dr. Steven Van Cleave

[REDACTED]
Amb Vernon Walters (UN)
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)
[REDACTED]



OFFICE OF THE VICE PRESIDENT

WASHINGTON

September 5, 1985

MEMORANDUM FOR AMBASSADOR ROBERT OAKLEY, DEPARTMENT OF STATE
MR. J. ROBERT MCBRIEN, DEPARTMENT OF TREASURY
MR. NOEL KOCH, DEPARTMENT OF DEFENSE
MR. LOWELL JENSEN, DEPARTMENT OF JUSTICE
MR. MATTHEW Z. SCOCOZZA, DEPARTMENT OF TRANSPORTATION
MR. CHARLES ALLEN, CENTRAL INTELLIGENCE AGENCY
VADM ARTHUR S. MOREAU, JOINT CHIEFS OF STAFF
MR. OLIVER REVELL, FEDERAL BUREAU OF INVESTIGATION
VADM JOHN POINDEXTER, NATIONAL SECURITY COUNCIL
MR. FRED F. FIELDING, THE WHITE HOUSE
DR. ALTON KEEL, OFFICE OF MANAGEMENT AND BUDGET

SUBJECT: Task Force on Combatting Terrorism

The first meeting of the Senior Review Group for the Vice President's Task Force on Combatting Terrorism will be held on September 11, 1985 from 9:00 to 10:00 a.m. in Room 208 of the Old Executive Office Building.

The purpose of the meeting is to discuss the organization, methodology, the tasks and the time schedule of the Staff Working Group. In addition, members of the Staff Working Group will give a short brief on their work to date, potential issues facing the Task Force and any problems encountered during their work effort. National Security Decision Directive (NSDD) 179, Task Force on Combatting Terrorism, July 20, 1985, will be the operative document for the meeting.

Participation is limited to principal or designated substitute. Please provide your intention to attend to Craig Coy (395 4950) by 3:00 p.m. September 10, 1985.

J. L. Holloway
J. L. Holloway, III
Admiral, USN (Retired)
Executive Director

Task Force on Combatting Terrorism

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DECL: OADR

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White House Guidelines, August 28, 1997

By dlb NARA, Date 5/31/05

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THE WHITE HOUSE
WASHINGTON,

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July 20, 1985

National Security
Decision Directive 179

TASK FORCE ON COMBATTING TERRORISM (U)

International terrorism poses an increasing threat to U.S. citizens and our interests. Terrorists are waging a war against, not only the United States, but all civilized society in which innocent civilians are intentional victims and our servicemen are specific targets. (U)

The United States Government has an obligation to protect its citizens and interests against terrorists who have so little regard for human life and the values we cherish. To the extent we can, we should undertake action in concert with other nations which share our democratic institutions to combat the menace of terrorism. We must, however, be prepared to act unilaterally when necessary. It is, therefore, imperative that we develop a sustained program for combatting terrorism. (U)

To ensure that all appropriate resources of the United States Government are dedicated to this task, the Vice President is appointed to convene a government-wide task force on combatting terrorism. (U)

The Vice President's task force will:

- review and evaluate the effectiveness of current U.S. policy and programs on combatting terrorism, to include:
 - an assessment of national priorities currently assigned to effectively combat terrorism, especially earlier recommendations regarding organization in NSDD-30 and adequacy of intelligence responsibilities in NSDD-138 and Presidential Executive Order 12333;
 - the assignment of responsibilities and accountability for ensuring interagency cooperation and coordination before, during, and after a terrorist incident;
 - a review and evaluation of present laws and law enforcement programs dealing with terrorism;
 - the adequacy of public awareness and support;

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NLS S. Tilley, NSC EO 12356, 11/24/92

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- provisions for funding and personnel; and
 - an evaluation of current levels of programs of international cooperation and coordination.
- make recommendations as appropriate to the President by the end of 1985. (C)

The task force on combatting terrorism, chaired by the Vice President, will include the Secretaries of State, Treasury, Defense, and Transportation; the Attorney General, the Director of the Federal Bureau of Investigation; the Director of Central Intelligence; the Director of the Office of Management and Budget; the Assistant to the President for National Security Affairs; the Chairman of the Joint Chiefs of Staff; the Chief of Staff to the President; the Chief of Staff to the Vice President; the Assistant to the Vice President for National Security Affairs; the Executive Director of the Task Force; and others as appropriate. (U)

The Vice President will appoint a senior Executive Director for the task force who will work under the direct supervision of the Vice President. The Executive Director may task any government department or agency, individual or organization to contribute to the work of the task force. To support the work of the task force, a working group will be established for which members may be drawn from departments/agencies represented on the Interdepartmental Group on Combatting Terrorism, the Interagency Intelligence Committee on Terrorism, and others as appropriate. The working group will prepare substantive recommendations to the task force for consideration. (U)

The task force will select a group of consultants which will provide advice to the task force as necessary. A Secretariat Staff for the task force may be established as appropriate. (U)

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ROSTER OF SENIOR
REVIEW GROUP



OFFICE OF THE VICE PRESIDENT
WASHINGTON

SENIOR REVIEW GROUP

STATE: Ambassador Robert Oakley, 632 9892

TREASURY: J. Robert McBrien, 566 8534

DEFENSE: Noel Koch, 697 7728

JUSTICE: Lowell Jensen, 633 2101

TRANSPORTATION: Matthew Z. Scocozza, 426 4544

CIA: Charles Allen, [REDACTED] : FOIA(b) (3)

JCS: VADM Arthur S. Moreau, 697 9124

FBI: Oliver Revell, 324 3333

NSC: VADM John Poindexter, 456 2257

WHITE HOUSE: Fred F. Fielding, 456 2632

OMB: Dr. Alton Keel, 395 6190

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By LJ, NARA, Date 3/24/08



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WASHINGTON

SENIOR REVIEW GROUP

STATE: Ambassador Robert Oakley, 632 9892
TREASURY: J. Robert McBrien, 566 8534
DEFENSE: Noel Koch, 697 7728
JUSTICE: Lowell Jensen, 633 2101
TRANSPORTATION: Matthew Z. Scocozza, 426 4544
CIA: Charles Allen, [REDACTED]
JCS: VADM Arthur S. Moreau, 697 9124
FBI: Oliver Revell, 324 3333
NSC: VADM John Poindexter, 456 2257
WHITE HOUSE: Fred F. Fielding, 456 2632
OMB: Dr. Alton Keel, 395 6190

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WORKING GROUP

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NSDD ON VICE PRESIDENT'S TASK FORCE (5 OF 13)

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WASHINGTON

TASK FORCE ON COMBATting TERRORISM

ROSTER

HOME PHONE

ADM James L. Holloway, III, USN - Ret.

[REDACTED]

AMB Edward Peck (State)

[REDACTED]

CAPT J. H. Boink, USN (JCS)

[REDACTED]

COL David L. Cole, USA (USA)

[REDACTED]

LCDR Craig P. Coy, USOG (USOG)

[REDACTED]

LTC Patrick F. Daly, USAF (USAF)

[REDACTED]

LTC Robert L. Earl, USMC (USMC)

[REDACTED]

Mr. Burton Hutchings (CIA)

[REDACTED]

CAPT David J. McMunn, USN (USN)

[REDACTED]

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ROSTER OF
LIAISON GROUP

LIAISON GROUP

Charles Stapleton - FBI	324-4660
Robert McBrien - Treasury	566-8534
Billie Vincent - FAA	426-9863
Arnold Donahue - OMB (Bob Howard 395-4624)	395-4800
David Bouvinger - DOJ (Larry Lippe 724-6948)	724-7084

ROSTER OF CONSULTANTS

ROSTER OF CONSULTANTS

Terrence Arnold - Department of State (Ret.)

Staser Holcomb - Vice Admiral, USN (Ret.)

OFFICE OF THE VICE PRESIDENT

WASHINGTON

4 September 1985

MEMORANDUM FOR THE STAFF

FROM: J. L. Holloway, III

J L Holloway

SUBJECT: General Guidelines

The Vice President's Task Force on Combatting Terrorism was established to review and evaluate the effectiveness of current U.S. policy and programs, and to make recommendations to the President as appropriate by the end of 1985.

The formation of this Task Force should not be taken as an indication that our ability to cope with terrorism is not satisfactory. It is a matter of record that we do have an effective capability in combatting terrorism that deals with the broad range of varied aspects of this problem. However, we want to be sure that our national priorities are properly ordered, that our current program makes best use of the national assets available, and that the various elements of the program are properly coordinated to achieve the most effective results.

A careful distinction has been made that this is a Task Force as differentiated from a Commission. As such, it is organized from people within the Executive Branch of the Administration. The Task Force itself will be made up principally of senior government officials at the Cabinet level. This Task Force will be supported by three groups, the Staff Working Group, the Senior Review Group and a Research and Analysis Group.

The Staff Working Group will be made up of about ten professional staff members and four clerical support people, detailed from the agencies represented on the Task Force. They will be committed full time to the Task Force until its work has been completed. The Staff Working Group will have its offices in the Task Force headquarters at 730 Jackson Place on LaFayette Square. There will be a Liaison Group, as an adjunct to the Working Group, made up of the action officers for terrorist matters in each of the responsible agencies. This group will be available on call to participate individually and collectively with the Working Staff.

The Senior Review Group will be made up of representatives from each of the agencies on the Task Force with seniority at about the Assistant Secretary level. This group will not work full time on Task Force matters but will meet on call. Their main function is to bridge the policy and working levels within their respective agencies. This Senior Review Group will be responsible for

developing proposals through staffing within their agencies, coordinating the work among the agencies, and reviewing the drafts of the Working Group before referral to the Task Force. The Senior Review Group will be chaired by the Vice President, or the Executive Director in his absence.

The Research and Analysis Group will function primarily during the initial phase of the Task Force's work. Its purpose is to appraise the current capabilities within the U.S. Government for combatting terrorism by analyzing the scope of the existing government programs. The report of the Research and Analysis Group, which will be available six to eight weeks after the Task Force's work commences, will serve as the baseline against which the final proposals and recommendations will be generated.

Although the deliberative and substantive work of the Task Force will be accomplished by individuals detailed from within the Executive Branch, it will be essential to have the views of other experts and authorities. This will be accomplished through a consultative process.

Congress, for example, has considerable interest in this project and its participation in the Task Force's work has been proposed. The Vice President and members of the Task Force will meet with the responsible members of Congress as appropriate to keep them informed of progress and to invite their views.

Further, there are many distinguished statesmen and military officers, not now actively involved in the terrorism issues, who can contribute much to the understanding and approach to the problem. These individuals, as well as private individuals who are acknowledged authorities in the field, will be interviewed to benefit from their views in the development of the Task Force's recommendations.

Additionally, there are many concerned citizens who want to offer their views and suggestions on combatting terrorism. The Task Force Working Staff will respond to these contacts in such a way as to ensure that every offer to advice is acknowledged, and that all reasonable suggestions receive proper consideration.

It is not envisioned that the Task Force would become involved in the operational aspects of any terrorist incident that might occur during the period of its existence. The development in any such cases will of course be followed closely for the purpose of using this experience in the development of the permanent, long range, comprehensive plan for dealing with the problem.

Simply stated, the public affairs policy is that the substantive deliberations of the Task Force will be held very close. Obviously, to expose our concerns and our counter-plans would be an incalculable aid to any terrorist. However, it should be emphasized to the public that the President is deeply concerned and determined to deal head-to-head with this serious problem. The fact that the Vice President and his Task Force are actively moving ahead, should be seen as a clear signal of the President's commitment.

The end product of the Task Force' work will be a final report to the President from the Vice President, evaluating the strengths and weaknesses of our current national program for combatting terrorism, and proposing recommendations to improve our capability for dealing with this threat. These recommendations will cover the areas of policy, organization, and resources. Those actions proposed in the recommendations which will need further development, require legislation, need international agreements, or will be of an on-going nature, will be presented as a long term continuing program to be pursued by the Administration.

The body of the Task Force's report to the President should be relatively brief. However, it can be backed up by annexes, appendices and enclosures as required to substantiate the recommendations made in the body of the report. Because of the nature of the issues, it is expected that the basic report will be highly classified and receive very limited distribution.

Therefore there will be a separate and subsequent public report of the Vice President's Task Force on Combatting Terrorism. After the President has acted' on the report of the Task Force by indicating his decisions with respect to the implementation of the various recommendations, the unclassified report from the Vice President's Task Force on terrorism will be prepared for public distribution. This report will be derived from the official report to the President, but not follow the same format. Its purpose will be to constitute a report to the American people and our allies explaining the threat, enunciating our national policy and outlining our plans for combatting terrorism. It would include as practicable, within limits of classification, the national program expressed in terms of its various program elements. This public report of the Vice President's Task Force on Combatting Terrorism must be carefully prepared to ensure a public appreciation on the part of all Americans and our allies of the threat to our vital interests, the depth of our commitment in combatting the threat, our national policies with respect to terrorism, and the means we have available to respond. This public report, should serve as a reassurance to our citizens and to our allies alike, and be a deterrence to those who would be tempted to undertake terrorist acts against us.

OFFICE OF THE VICE PRESIDENT

WASHINGTON

4 September 1985

MEMORANDUM FOR THE STAFF

FROM: J. L. Holloway, III *J L Holloway*

SUBJECT: Organization for Vice President's Task Force on
Combatting Terrorism

The Vice President's Task Force on Combatting Terrorism will consist of the Task Force and a supporting staff.

TASK FORCE

The Vice President will Chair the Task Force on Combatting Terrorism. The Task Force will include the Secretaries of Staff, Treasury, Defense, and Transportation; the Attorney General; the Director of the Federal Bureau of Investigation; the Director of Central Intelligence; the Director of the Office of Management and Budget; the Assistant to the President for National Security Affairs; the Chairman of the Joint Chiefs of Staff; the Chief of Staff to the President; the Chief of Staff to the Vice President; the Assistant to the Vice President for National Security Affairs; and the Executive Director of the Task Force.

TASK FORCE STAFF

The Task Force staff will be managed by the Executive Director, assisted by the Deputy Director, and will consist of three groups: the Staff Working Group, the Research and Analysis Group, the Senior Review Group.

Staff Working Group: The function of the Staff Working Group will be to conduct the day to day business of the Task Force under the direct supervision of the Deputy Staff Director, performing assigned tasks which will include research, analysis and review; program evaluation; interviewing authorities and consulting with outside experts; preparing proposals, editing reports and organizing agenda for the Senior Review Group; and drafting the Task Force report.

The members of the Staff Working Group will consist of about ten professional staff members and four clerical staff detailed on a full time basis from agencies represented on the Task Force. All will be required to have valid security clearances. Only two of the clerical staff will require clearances at the Top Secret level.

The professional staff members will be generally drawn from the O-5/O-6 military ranks or GS-14/15 equivalents. Although a background in antiterrorism, counter-subversive activity, or special operations is useful, it is not essential. What is desired is experience in government operations, familiarity with the operations and policies of government agencies represented on the Task Force, professional maturity and reliable judgment.

An adjunct to the Staff Working Group will be the Liaison Group. For any Task Force Agency that does not have a representative detailed full time on the staff Working Group, an individual knowledgeable in the counter-terrorism programs of his agency, will be nominated to the Liaison Working Group. These members will not be detailed on a full time basis to the Task Force, and will not work out of the Task Force Headquarters, but will be on call to assist in the Task Force's work as it involves their parent agency.

Research and Analysis Group: The function of the Research and Analysis Group will be to conduct an analysis of the current capabilities of the United States in combatting terrorism, to include an evaluation of the existing policies, organization, and available resources.

The work of the Research and Analysis Group will be limited in scope and constitute the first phase of the Task Force's effort. This phase should be completed in about four to six weeks and constitute the base line from which the remainder of the Task Force's work will be developed.

Senior Review Group: This will consist of representatives from the agencies on the Task Force with seniority at the Assistant Secretary level or equivalent military rank. This group will not sit permanently, but will convene at the call of the Chairman. Its principal functions will be to provide agency review and comment on proposals from the Working Group, provide coordination among the participating agencies, and review the draft reports of the Working Group before submission to the Task Force.

The Senior Review Group will be chaired by the Vice President, or the Executive Director in the absence of the Vice President.

TASK FORCE HEADQUARTERS

The Task Force Headquarters is located at 730 Jackson Place on LaFayette Square. The offices of the Executive Director, the Deputy Director, and the Working Staff Group, both professional and clerical staff members, will be located in the headquarters. Facilities will include city and secure telephones, word processors, reproduction facilities, files, safes and secure storage up to top secret.

/

OFFICE OF THE VICE PRESIDENT

WASHINGTON

4 September 1985

MEMORANDUM FOR THE STAFF

FROM: J. L. Holloway, III

J L Holloway

SUBJECT: Methodology

The Vice President's Task Force on Combatting Terrorism was established to review and evaluate the effectiveness of current U.S. policy and programs on combatting terrorism, to make recommendations to the President that will ensure the total program effectively supports our national policy, and that the organization and forces assigned for this purpose make most efficient use of the resources available.

These objectives will be accomplished by the Task Force and the supporting staff. The methodology for the accomplishment of this function is outlined in the following.

- Step 1. Define Terrorism. A definition of terrorism and its peripheral and associated activities is required to serve as the basis for determining the scope of the Task Force's work. This will be an empirical definition of terrorism defined for this specific purpose. A draft definition or set of definitions will be drawn up by the Working Group, utilizing inputs from the Liaison Group. This draft will then be circulated to the Senior Review Group for comments from the various agencies. From these comments the definition will be refined in an iterative process.
- Step 2. Baseline of Current Capabilities. The Research and Analysis Group, through discussions with the responsible government agencies and a comprehensive review of the directives, instructions, and similar documents will establish the current capabilities of the U.S. in dealing with the terrorism problem in terms of national policy, organization, and resources. The end result of this effort will be a summary of the existing national program for combatting terrorism in outline form by program elements, with the responsibilities for the accomplishment of the various functions indicated. This task will be initially undertaken by the Research and Analysis Group.
- Step 3. Critiquing the Existing Capability. Once the scope of a national program for combatting terrorism has been defined and the existing baseline capability established, the strengths, weaknesses and omissions of the present system

must be identified. This critique will be accomplished through the solicitation of individual criticisms, views, and observations obtained through the following approaches:

- (a) Discussions with individuals currently in the government responsible for some aspect of the terrorism program.
- (b) Discussions with acknowledged authorities on terrorism outside active government.
- (c) A review of media and press commentary on terrorism.
- (d) Survey of Congressional views on terrorism through a review of Congressional hearings and publications on the subject.
- (e) Survey of published literature in the whole area of terrorism and its counter-measures.
- (f) Views of the Task Force staff developed during their work in this area.

From the foregoing, the shortcomings and omissions of the present program, together with suggested solutions, will be expressed through a series of issue papers.

Step 4. Review of Issues Within Responsible Agencies. The issue papers will be categorized on the basis of the tasking expressed in NSDD 179. Issue papers will be drafted in the Staff Working Group and submitted to the Senior Review Group for review and comment. The agency with primary responsibility to respond to an individual issue will be indicated. In addition, any agency may comment on any issue as desired, regardless of agency responsibility.

Through this procedure there will be generated a tentative list of valid shortcomings to the present system which need to be corrected; a list of perceived shortcomings to the present system which need some form of refutation to restore public confidence; and a list of critical allegations which are clearly without merit. This third latter category will be listed to verify that the Task Force conducted a conscientious review and consideration of all proposals and suggestions.

Step 5. Development of Remedial Actions. The list of substantiated shortcomings of the present program with the proposed solutions for their resolution will be distributed to the Senior Review Group again for commentary within all agencies. From these responses, the Working Group will consolidate a single list of shortcomings together with their solutions. The proposed solution will be that which received the strongest consensus from the inter-agency review group in the format of recommendations to be made by the Task Force to the President for corrective action for review and comment.

Step 6. Final Resolution of Task Force Recommendations. When the results from Step 5 are consolidated by the Working Group, those recommendations that do not enjoy unanimous concurrence throughout the Senior Review Group will be presented to the Task Force, chaired by the Vice President, as an agenda for discussion and resolution.

Step 7. Drafting the Report. The Working Staff will prepare the preliminary draft of the Task Force's Report to the President.

The first part of the draft will present a summary of the existing program for combatting terrorism, and a broad evaluation of its areas of strengths and weaknesses.

The second section of the report will consist of specific recommendations to correct deficiencies. Included will be a long range plan of future programs which cannot be immediately accomplished but will require some future action such as legislation or the ratification of international agreements.

Step 8. The Final Report. The draft report prepared by the Working Group will be submitted to the Senior Review Group for comment. When the Senior Review Group's comments have been considered, the draft report will be submitted to the Task Force for approval. The Vice President will forward the Task Force's report to the President for review and decision.

Step 9. Supporting Documentation. The Task Force's report to the President will be concise, and the format one which facilitates an individual decision on each recommendation. However, there may be appended supporting annexes, schedules, and similar documentation which demonstrates the data and the methodology used by the Task Force in arriving at the recommended positions.

Step 10. Public Report. After the Task Force's report has been reviewed and acted upon by the President, an unclassified report of the Task Force on Combatting Terrorism will be prepared for public distribution. This will be derived from the approved version of the Task Force's report but will be in a different format, designed for popular consumption. Its purpose will be to explain to the American people and to our allies the nature and the danger of the terrorist threat; state our national determination and commitment to combat terrorism; set forth our national policy with regard to this threat; an outline our organization and resources for combatting terrorism. The purpose of this public report will be to reassure both our own citizens and our allies of our deep concern for the dangers of international terrorism and our determination to combat it, and to serve as a warning and a deterrent to those who would consider undertaking terrorist acts against us.

TASKS
w/TASK ASSIGNMENTS &
NSDD ASSIGNMENTS
(BOINK)

TASKS
w/TASK ASSIGNMENTS &
NSDD ASSIGNMENTS
(BOINK)

OFFICE OF THE VICE PRESIDENT

WASHINGTON

4 September 1985

MEMORANDUM FOR THE STAFF

FROM: J. L. Holloway, III

J. L. Holloway TH

SUBJECT: Tasks

Phase I of the Task Force's work, research and analysis will be organized into six discrete tasks. These are listed below in general order of accomplishment:

- Task A. Terrorism defined. The purpose of this task is to construct a definition of terrorism which will serve as the basis for establishing the scope of the Task Force's work. This will be an empirical definition for the specific purpose of determining the nature and scope of the national program. The Working Group will prepare an initial draft definition or set of definitions. This draft will then be circulated to the Senior Review Group for comments from within the various agencies. From these comments, the definitions will be refined in an iterative process, until a definition acceptable to the Task Force has been derived.
- Task B. Existing Program. Official documents will be reviewed and responsible officials throughout the cognizant agencies will be interviewed to establish the total scope and content of the existing program at the national level for combatting terrorism. The end product of this task will be a summary of the current national program for combatting terrorism in outline form by program elements, showing the agencies responsible for the accomplishment of the various functions.
- Task C. Survey of Congressional Positions. This task will review the published reports of Congressional hearings on terrorism and related subjects to identify Congressional concerns, attitudes, and positions. Because this material is voluminous, assistance may be requested from the Congressional staffs to assist in the screening and consolidation of this material. From this survey, issues will be identified and reviewed.
- Task D. Survey of Media Opinion. The purpose of this project is to review media statements and editorials to identify and extract the principal concerns and issues as perceived in the media regarding the terrorism problem. From this survey, issues will be identified and reviewed.

- Task E. Survey of Published Literature. This will be a review of published books and pamphlets on the subject of terrorism and its related phenomena to identify the issues for combatting terrorism proposed therein.
- Task F. Consultations. The function of this task is to investigate and utilize the knowledge and experience of acknowledged experts in the field of terrorism who are not currently active in government positions responsible for the formulation of policy or the implementation of actions in connection with combatting terrorism. In the conduct of this task, a list will be developed of individuals who are acknowledged as authorities or experts in the field of terrorism. From this list, consultations with these authorities by members of the Task Force Working Group will be scheduled to elicit views and recommendations. From each consultation, a report will be prepared by a designated staff Working Group member. From these reports, issues will be extracted.

OFFICE OF THE VICE PRESIDENT
WASHINGTON

August 8, 1985

STAFF MEMORANDUM

SUBJECT: Staff Working Group Assignments

The following is an initial assignment of task coordination and collateral responsibilities to the Staff Working Group members.

ADM Holloway - Executive Director
AMB Peck - Deputy Director
LCDR Coy - Executive Assistant
Lt Col Earl - Task A: Terrorism Defined
Collateral: Security
Mr. Hutchings - Task B: Current Program
COL Cole - Task C: Survey of Congressional Views
Collateral: Congressional Liaison
Lt Col Daly - Task D: Survey of Media Opinion
Collateral: Public Affairs
CAPT Boink - Task E: Survey of Published Material
CAPT McMunn - Task F: Consultations

NSDD 179 AREAS OF RESPONSIBILITY

<u>Area</u>	<u>Assignment</u>
National Priorities	Ed Peck
Funding and Personnel	Bob Earl
Organization	Burt Hutchings
Intelligence	Dave McMunn
Laws/Law Enforcement Programs	Dave Cole
Public Awareness/Support	Pat Daly
International Cooperation/ Coordination	Lou Boink
Responsibilities/Accountabilities	All Hands

OFFICE OF THE VICE PRESIDENT

WASHINGTON

4 September 1985

MEMORANDUM FOR THE STAFF

FROM: J. L. Holloway, III *J L Holloway*TM
SUBJECT: Procedures for Consultations

A list of persons shall be prepared from within the government, retired from public service and from the civilian sector who are acknowledged and recognized to be authorities in the field of terrorism or who have had experience in government operations in dealing with terrorism. These individuals will be invited to provide their views, observations and opinions to the Task Force. These interviews or consultations may be accomplished in several different formats:

- (a) Seminar: Where it may be useful to use a seminar technique, three or four individuals will be invited to participate in a round-table discussion. Several members of the Working Staff will be present in order for the questioning to cover a wide range of topics. One member of the Working Staff will be designated as action officer to take notes and prepare the consultation report. In a session with the Vice President presiding, the Executive Director and an action officer from the Working Staff will be present to take notes and to prepare the report of the session.
- (b) Staff discussion: Individuals may be invited to the Task Force headquarters to meet with members of the Working Staff to present their views. Several members of the Working Staff will be present to conduct the discussion, with one designated as an action officer to prepare the report.
- (c) Office calls: In certain cases it may be most convenient to call on the consultant in his own office. In these cases the action officer, who will conduct the discussion and be responsible for the report, may or may not be accompanied by one or more of his colleagues from the Working Staff.

Each interview will be briefed in a report by the designated action officer from the Working Staff. This report will show the time and place of the interview and those present. It should also include a brief statement of the experience and qualifications of the person interviewed. This may be in the form of an appended

biography. The final paragraph of the report will summarize any particular observations, comments, suggestions, or recommendations made by the interviewee that are considered worthy of further investigation by the Task Force. As a minimum, the following opinions should be elicited:

- (a) What should be done, that is not being currently done in combatting terrorism.
- (b) What is being done that could be improved upon.
- (c) What one or two specific areas should be concentrated on and emphasized to improve our effectiveness in combatting terrorism.



OFFICE OF THE VICE PRESIDENT
WASHINGTON

SEP 9 1985

MEMORANDUM FOR THE STAFF

FROM: J. L. Holloway, III *J L Holloway*
SUBJECT: Task Force Planning Schedule and Milestones

July

- 16 - Admiral J. L. Holloway III, USN (Ret.) appointed Executive Director of Vice President's Task Force on Combatting Terrorism.
 - Commence organizational phase
- 25 - Meeting of Task Force for discussion and approval of proposed Task Force organization.
 - Commence staffing and arrangements for facilities and support.

August

- 8 - Meeting of Task Force Working Group in Task Force Headquarters
 - Commence Phase I: Research and Analysis
 - Tasks assigned
 - Collateral responsibilities assigned
- 9 - Meeting of Task Force Chairman (V.P.) and Executive Director
 - Discussion and approval of Phase I planning
- 13 - Meeting with Special Assistant to Vice President for Public Relations to formulate Task Force public affairs policy
- 21 - Meeting with Liaison Group
 - Establish contact
 - Brief on organization and Phase I
 - Discuss terrorism definition
- 22 - Executive Director meeting with Task Force Chairman (Vice President) for discussion and approval of Phase I schedule matters.
 - Staff task assignments
 - Congressional liaison plan

- Consultation schedule
 - Field trips
 - Overseas visits
- 23 - Meeting with Research and Analysis Group consultants to brief on progress, assign tasks and establish schedule
- 26 - Commence consultations with external authorities and experts

September

- 4 - Meeting with Research and Analysis Group to discuss Phase I progress
- 5 - Task Force Chairman meets with Staff Working Group to receive briefings from individual members on assigned tasks, overseas visits, and Task Force progress to date
- 11 - Initial meeting of Senior Review Group with Staff Working Group for briefing on organization and discussion of Phase I progress.
- 16 - Meeting of Task Force Chairman (VP) with Congressional Terrorism Group for round table discussions
- 18 - Meeting of Task Force Principals for briefing of progress to date and discussion of any issues requiring resolution
- 19 - Commence program of visits of Staff Working Group to foreign capitals for international discussions.

October

- 3 - Working Staff meeting on Issue Papers
- 9 - Draft Issue Papers to Executive Director
- 11 - Complete schedule of overseas visits
- 15 - Issue Papers to Senior Review Group (SRG)
- 18 - Complete program of consultations
- 25 - Commence Phase II: Evaluation of Issues
- 30 - Meeting of Senior Review Group and Staff Working Group
- Working Group task progress to date
 - Discuss unresolved issue papers

November

- 12 - Meeting of Task Force principals
 - Briefing on Phase II
 - Report on progress to date
- 18 - Complete Phases I and II
 - Commence Phase III: Program Formulation
- 22 - Meeting of Liaison Group with Staff Working Group to circulate and discuss first draft of report.
- 27 - Meeting of Senior Review Group with Staff Working Group to discuss first draft
 - Identify differences
 - Offer alternative proposals
 - Consider alternatives

December

- 2 - Staff Working Group produce second draft based on concensus of Senior Review Group positions
 - Circulate to Liaison Group
- 5 - Meeting of Senior Review Group to address and resolve areas of disagreement in second draft
- 6 - Staff Working Group produce draft 3
 - Circulate to Liaison Group
- 10 - Staff Working Group meets with Liaison Group to resolve outstanding differences
- 11 - Staff Working Group produces draft 4
 - Circulate draft 4 to Liaison Group and SRG
 - Staff Working Group produce semi-final draft, noting areas of disagreement with recommended Executive Director's options
 - Circulate semi-final draft to VP, Task Force principals, SRG and Liaison Group

- 12 - Executive Director brief and discuss semi-final draft with Task Force Chairman (VP)
- 16 - Meeting of Task Force principals to discuss semi-final draft and resolve remaining issues
- 19 - Final draft submitted to Task Force Chairman (VP) for signature, forwarding to President
- 20 - Report signed and forwarded to President.

ADMIN FUNCTIONS

OFFICE OF THE VICE PRESIDENT

WASHINGTON

4 September 1985

MEMORANDUM FOR THE STAFF

FROM: J. L. Holloway, 111 *J L Holloway*

SUBJECT: Administrative Functions

Certain administrative functions must be taken care of in the Task Force's management, administration and daily operations. There will be assigned as collateral responsibilities to the members of the Staff Working Group.

- a. Administration. There will be assigned an Executive Assistant to the Director. His functions will include, but not be limited to the following: General liaison with the Vice President's staff in administrative and support matters, official transportation, parking, arrangements for office space, leasing of office equipment and furniture, providing office consumables and arranging for office services such as production and duplicating.

On a day-to-day basis the Executive Assistant will be responsible for managing the operational routine of the Task Force by supervising the proper receipt and routing of correspondence and the correctness in format of outgoing correspondence. He will monitor the progress of the Task Force's work to ensure that established procedures are properly followed, and that the various tasks are kept on schedule. He will be responsible for preparing daily and weekly schedules of the Task Force's activities.

- b. Public Affairs. This will be assigned as a collateral responsibility to one member of the Staff Working Group. He will serve as a single point of contact for all public affairs affecting the Task Group Staff. The Public Affairs Officer will establish and maintain liaison with the Vice President's Assistant for Public Affairs, as well as any other persons or offices recommended by his staff.
- c. Security. With the large amount of highly classified material that the Working Group will be handling, physical and documentary security is very important. Although the security of classified material is the individual responsibility of every member of the Working Group, the Task Force Security Officer will be the single point of contact within the Task Force for all security matters. In this capacity he will establish and maintain contact with

appropriate offices on the Vice President's staff and in the security force responsible for the building. The Security Officer will prepare and monitor security procedures to be used in the day-to-day operations of the Working Group and the Task Force, including the receipt and custody of classified material, issuance and custody of building keys, daily security checks, and observance of established security measures.

- d. Congressional Liaison. There will be substantial contact with the Congress in the course of the Task Force's work. It is not envisioned that the Congressional committees or individual members of Congress will participate directly in the deliberations of the Task Force, but Congressional views will be sought, Congressional actions on terrorism studies, individual queries of members responded to, and a general liaison in both directions maintained. The responsibilities of the Working Staff Congressional Liaison Officer is to serve as the single point of contact on Congressional matters. The actual liaison with the members of Congress will be conducted by the Vice President and the Executive Director. However, in routine administrative dealings with the Congressional staffs, the Congressional Liaison Officer will have the day to day responsibility. This does not mean that other members of the Working Staff cannot on their own make contact with Congressional sources in the pursuit of a specific project. But in so doing, these members must keep the Director and the Liaison Officer informed. The Congressional Liaison Officer should establish and maintain contact with the appropriate office on the Vice President's staff.