

Very Close Hold

MEMO TO: Secretary Rumsfeld

DATE: September 17, 2001

FROM: Paul Wolfowitz

Dud M

SUBJECT: War or Terror - Coordination with Joint Staff

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Doug Feith and I met with the J-3 (Newbold) and J-5 (Abizaid) on Sunday evening, September 16, 2001, to discuss OSD-Joint Staff coordination and, in particular, development of military options for the President.

Doug and I explained our disappointment with the narrowness of the options developed to date. We had a useful talk about more creative approaches to Iraq and possibly other state supporters of terrorism besides Afghanistan.

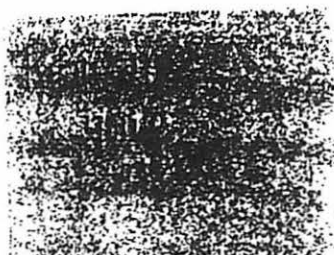
The Generals made an important procedural point: They get their direction from the Chairman and the Vice Chairman, who as a rule, will formulate that direction from what they infer is the President's thinking.

We explained that you want options to introduce creative ideas to the President, not to conform to whatever ideas someone thinks the President may already have. If Doug and the policy folks ask the Joint Staff to develop various options, there is a problem if the Chairman or Vice are operating not on specific guidance from you but rather on their own reading of the President's desires.

The Generals said they recognize, of course, that they work for you and will gladly produce any work you request. They suggested that it would be helpful if, after NSC or PC meetings, you and the Chairman expressly compared notes to define the scope of follow-up work by the Joint Staff. This coordination might alternatively be done by Doug and the Vice, if you formally establish the pol-mil policy and coordination process that Steven Cambone has recommended.

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Doug and I think that the Generals' attitude was positive. We thanked them for their candor and stressed the importance of close, cordial and responsive dealings among us in the current effort.



Paul W.

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