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09/14/01 5:46 PM

Memo

TO: SecDef
DepSecDef
USDP

DATE: September 14, 2001

FROM: Steve Cambone

SUBJECT: Tick List for Camp David Discussion

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Authority: EO 13526
Chief, Records & Declass Div, WHS
Date **APR 18 2016**

1. Breadth of Campaign

- broader the definition the easier it to get started with effect
- Al 'Qaida, Taleban and Afghanistan are worthy targets; they are also the most difficult to reach and to begin and sustain a campaign against at present

2. Character of Operations

- Some early, demonstrable action is necessary for morale if not for its effect (remember Doolittle, Makin, Guadalcanal; it is not by accident that all were in the Pacific)
- Other than a demonstration, most likely able to do things that have effect— e.g., upsetting finances—in nearer term that are not so visible
- Can begin to flow forces to Middle East/Southwest Asia as both demonstration and in preparation for operations
- This will be a sophisticated campaign; the first war of the 21st century will not look like any other due to the nature of the enemy and the character of the weapons and forces at our disposal
- Strategy and nuance as important as overwhelming superiority

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3. Pace

- We can not wait too long to act; public will demand it; administration credibility with US public, international opinion and adversaries on the line
- Once operations commence, we need to consider the pace and intensity of operations; we need to balance prosecution of campaign with other responsibilities, e.g., Korea, Balkans

4. Declaratory Policy

- Needs to address not only goals, but how we will conduct ourselves, anticipated duration, how we will define progress and success, etc.
- President's address at memorial service began to lay the predicates

5. Coalition Building

- More is not better
- Need to take account of interests of some more than others, e.g., [REDACTED] perhaps [REDACTED]

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6. Post Mortem

OSD 1.4 (d)

- President should take initiative; appoint group
- Should look forward, not back
- Admit surprise is not surprising
- Objective: how to organize and prepare for the world we now inhabit based on the painful, but not to be ignored lessons, of September 11

7. Organizing the government to prosecute the campaign

- DOD standing up a planning and coordination cell

- [REDACTED]

8. Employing Intelligence and role of the Intelligence Community

- [REDACTED]

- [REDACTED]

- > [REDACTED]

- [REDACTED]

9. Role for law enforcement; relationship to intelligence community

- Law distinguishes between criminal acts and national security threats by assigning responsibility for each to different agencies

- Terrorism does not recognize the distinction; we need to adjust to this fact

- Procedures can help, i.e., informal exchanges between FBI and IC; but may need legislation

10. Managing Congress

OSD 1.4 (a), (c)

11. Managing Allies

Office of the Secretary of Defense
 Chief, RDD, ESD, WHS ⁵⁰³⁶⁸⁵²
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