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Folder Title:

Transnational Threats (formerly Global Affairs) Chron Files, February 1998 [11]

Staff Office-Individual:

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1381

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49	3	7	2	V

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. paper	re: Discussion Paper for NSC Deputies Committee Meeting on Unconventional Threats to U.S. (9 pages)	01/24/1998	P1/b(1)
001b. memo	For VPOTUS et al - Presidential Decision Directive; re: Protection Against Unconventional Threats to the Homeland & Americans Overseas (12 pages)	circa, 02/1998	P1/b(1)
002a. paper	re: Discussion Paper for NSC Deputies Committee Meeting on Unconventional Threats to U.S. (9 pages)	01/24/1998	P1/b(1)
002b. fax cover sheet	NSC West Wing Desk to Executive Secretary, Department of State et al; re: Revised Discussion Paper for Meeting on Unconventional Threats Against U.S. (partial) (1 page)	circa, 01/1998	b(2)
002c. fax cover sheet	NSC West Wing Desk to Chief of Staff, FEMA et al; re: Revised Discussion Paper for Meeting on Unconventional Threats Against U.S. (partial) (1 page)	circa, 01/1998	b(2)
002d. fax cover sheet	National Security Council to Mona Sutphen, USUN; re: Revised Discussion Paper for February 4 Deputies Committee Meeting (partial) (1 page)	circa, 01/1998	b(2)
002e. paper	re: Excerpt from Discussion Paper for Meeting on Unconventional Threats Against U.S. (1 page)	01/24/1998	P1/b(1)
003a. memo	Leonard Hawley to Sandy Berger; re: Response to Dick Sklar's Fax "UN Arrears Legislative Approach" (1 page) <i>[Released on Appeal]</i>	02/02/1998	P5
003b. fax	Richard Sklar to Sandy Berger; re: UN Arrears Legislative Approach (1 page) <i>[Released on Appeal]</i>	01/27/1998	P5

COLLECTION:

Clinton Presidential Records
National Security Council
Richard A. Clarke (Transnational Threats (TNT))
OA/Box Number: 1381

FOLDER TITLE:

February Chron - 1998 [11]

2006-0191-F
jp278

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003c. fax	Richard Sklar to Bill Richardson; re: Talking Points for Your Discussion with Madeleine Albright on Our Preferred Option for Approach to Hill on Arrears Legislation (2 pages) <i>[Appeal]</i> <i>[Released on]</i>	01/27/1998	P5
004a. fax cover sheet	Eric Schwartz & Jamie Metzl to Joseph Duffey et al; re: International Public Information (IPI) Strategy for Iraq - Summary of Conclusions (2 pages)	02/02/1998	P1/b(1)
004b. memo	Jamie Metzl to Members of International Public information Interagency Working Group on Iraq; re: Summary of Conclusions - February 2, 1998 Meeting on IPI Strategies for Iraq (2 pages)	02/02/1998	P1/b(1)

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NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20504

REDO 2 20047

February 1, 1998

ACTION

MEMORANDUM FOR JIM STEINBERG

FROM:

RICHARD A. CLARK 

SUBJECT:

Agenda for Deputies Committee Meeting on
Unconventional Threats Against the U.S.
(PDD-XX, PDD-YY)

This memorandum requests that you approve an agenda and discussion paper for an upcoming Deputies Committee meeting.

RECOMMENDATION

That you approve the agenda and discussion paper and authorize Glyn Davies to sign the memorandum to agencies at Tab I.

Approve _____ Disapprove _____

Attachments

Tab I Memorandum to Agencies

Tab A Agenda

Tab B Discussion Paper

Tab C Draft PDD-XX

Tab D Draft PDD-YY

~~SECRET~~

Reason: 1.5(d)

Declassify On: 01-24-08

DECLASSIFIED
E.O. 12958, As Amended,
White House Guidelines, August 28, 1997
By JGP/NARA, Date 09/21/06
2006-0191-F

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NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20504

20047

MEMORANDUM FOR

MR. LEON FUERTH
Assistant to the Vice President
for National Security Affairs

MR. WILLIAM J. BURNS
Executive Secretary
Department of State

MR. NEAL COMSTOCK
Executive Secretary
Department of the Treasury

COL. JAMES N. MATTIS
Executive Secretary
Department of Defense

MR. GERALD A. SCHROEDER
Acting Counsel for Intelligence
Policy
Department of Justice

MR. JIM DORSKIND
Executive Secretary Executive
Secretariat
Department of Commerce

MS. CLAUDIA COOLEY
Executive Secretary
Department of Health and Human
Services

MS. JEANNE SMITH
Acting Director Executive
Secretariat
Department of Transportation

MR. JAMES N. SOLIT
Director, Executive Secretariat
Department of Energy

MS. MONA SUTPHEN
Executive Assistant to the
Representative of the U.S. to
the United Nations

DR. GORDON ADAMS
Associate Director for National
Security and International
Affairs
Office of Management and Budget

MR. JAMES E. STEINER
Executive Secretary
Central Intelligence Agency

MS. JANE BULLOCK
Acting Chief of Staff
Federal Emergency Management
Agency

DR. KERRI-ANN JONES
Associate Director for National
Security and International
Affairs
Office of Science and
Technology Policy

COL. M. MANNING, USMC
Secretary, Joint Staff

MR. JOHN F. LEWIS
Assistant Director, National
Security Division
Federal Bureau of Investigation

MR. LEWIS MERLETTI
DIRECTOR, U.S. SECRET SERVICE

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Classified by: Glyn T. Davies
Reason: 1.5(d)
Declassify On: 02-01-08

DECLASSIFIED
E.O. 12958, As Amended,
White House Guidelines, August 28, 1997
By: JGL/NARA, Date 09/21/06
2006-0191-F

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SUBJECT: Deputies Committee Meeting on Unconventional
Threats Against the U.S. (PDD-XX, PDD-YY) (U)

There will be a Deputies Committee meeting on Wednesday,
February 4, 1998 from 11:00 a.m. until 12:30 p.m. in Rm. 208 of
the Old Executive Office Building. Attendance is limited to
principals plus one. An agenda is attached at Tab A. A
discussion paper is attached at Tab B (S)

Glyn T. Davies
Executive Secretary

Attachments

Tab A	Agenda
Tab B	Discussion paper
Tab C	Draft PDD-XX
Tab D	Drat PDD-YY

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NSC DEPUTIES COMMITTEE MEETING ON UNCONVENTIONAL
THREATS AGAINST THE U.S. (PDD-XX, PDD-YY)

DATE: Wednesday, February 4, 1998
LOCATION: 208 - OEOB
TIME: 11:00 a.m.- 12:30 p.m.

AGENDA

- I. Introduction NSC
- II. Discussion Paper. ALL
- III. Other Issues ALL
- IV. Next Steps ALL

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Classified by: Glyn Davies
Reason: 1.5(b)
Declassify on: 01-28-08

DECLASSIFIED
E.O. 12958, As Amended,
White House Guidelines, August 28, 1997
By KG NARA, Date 09/21/06
2006-0191-F

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PRESIDENTIAL DECISION DIRECTIVE/NSC-YY

TO: The Vice President
 The Secretary of State
 The Secretary of the Treasury
 The Secretary of Defense
 The Attorney General
 The Secretary of Commerce
 The Secretary of Health and Human Services
 The Secretary of Transportation
 The Secretary of Energy
 The Administrator, Environmental Protection Agency
 The Director, Office of Management and Budget
 The Representative of the United States to the
 United Nations
 The Director of Central Intelligence
 The Chairman, Joint Chiefs of Staff
 The Administrator, Agency for International
 Development
 The Director, Federal Bureau of Investigations
 The Director, Federal Emergency Management Agency
 The Director, National Security Agency
 The Assistant to the President for
 National Security Affairs
 The Assistant to the President for
 Science and Technology Policy

SUBJECT: Critical Infrastructure Protection (U)

I. A Growing Potential Vulnerability (U)

The United States possesses both the world's strongest military and its largest national economy. Those two aspects of our power are mutually reinforcing and dependent. They are also increasingly reliant upon certain critical infrastructures and upon cyber-based information systems. (U)

Critical infrastructures are those physical and cyber-based systems essential to the minimum operations of the economy and government. They include but are not limited to telecommunications, energy, banking and finance, transportation, water systems, and emergency services, both governmental and private. As a result of advances in information technology and the necessity of improved efficiency, these infrastructures have become increasingly automated and interlinked. These same advances, however, have created new vulnerabilities to both physical and cyber attacks. (U)

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Because of our military superiority, future enemies, be they nations, groups or individuals, may seek to harm us in non-traditional ways including attacks within the United States. Because our economy is increasingly reliant upon interdependent and cyber-supported infrastructures, non-traditional attacks on our infrastructure and information systems may be capable of significantly harming both our military power and our economy.
(U)

II. President's Intent (U)

It has long been the policy of the United States to assure the continuity and viability of critical infrastructures. I intend that the United States will take all necessary measures to swiftly eliminate any significant vulnerability to both physical and cyber attacks on our critical infrastructures, including especially our cyber systems. (U)

III. A National Goal (U)

No later than the year 2000, the United States shall have achieved an initial operating capability, and no later than five years from today the United States shall have achieved and shall maintain the ability to protect our nation's critical infrastructures from intentional acts that would significantly diminish the abilities of:

- o the United States Government to perform essential national security missions and to ensure the general public health and safety;

- o state and local governments to maintain order and to deliver minimum essential public services;

- o the private sector to ensure the orderly functioning of the economy and the delivery of essential telecommunications, energy, financial, and transportation services. (U)

Any interruptions or manipulations of these critical functions must be brief, infrequent, manageable, geographically isolated, and minimally detrimental to the welfare of the United States.
(U)

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IV. A Public-Private Partnership to Reduce Vulnerability (U)

Since the targets of attacks on our critical infrastructure would likely include both facilities in the economy and those in the government, the elimination of our potential vulnerability requires a closely coordinated effort of both the government and the private sector. The government is not the unique source of wisdom on either the vulnerabilities or their remedies. To succeed, this partnership must be genuine, mutual, and cooperative. In seeking to meet our national goal to eliminate the vulnerabilities of our critical infrastructure, therefore, we should to the extent feasible seek to avoid outcomes that increase government regulation or expand unfunded government mandates to the private sector. (U)

For each of the major sectors of our economy that are vulnerable to infrastructure attack, the U.S. Government will appoint from a designated Lead Agency a senior officer of that agency as the Sector Liaison Official to work with the private sector. Sector Liaison Officials, after discussions and coordination with with private sector entities of their infrastructure sector, will identify a private sector counterpart (Sector Coordinator) to represent their sector. (U)

Together these two individuals and the departments and corporations they represent shall contribute to a sectoral National Infrastructure Assurance Plan by:

- o assessing the vulnerabilities of the sector to cyber or physical attacks;
- o recommending a plan to eliminate significant vulnerabilities;
- o proposing a system for identifying and preventing attempted major attacks;
- o developing a plan for alerting, containing, and rebuffing an attack in progress and then rapidly reconstituting minimum essential capabilities in the aftermath of an attack. (U)

During the preparation of the sectoral plans, the National Coordinator (see section VI), in conjunction with the Lead Agency Sector Liaison Officials, shall ensure their overall coordination and the integration of the various sectoral plans, with a particular focus on interdependencies. (U)

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V. Guidelines (U)

In addressing this potential vulnerability and the means of eliminating it, I want those involved to be mindful of the following general principles and concerns. (U)

- o The protection of our critical infrastructures is necessarily a shared responsibility and partnership between owners, operators, and the government. Furthermore, the U.S. government shall encourage international cooperation to help manage this increasingly global problem. (U)
- o As technology and the nature of the threats to our critical infrastructures will continue to change rapidly, so must our protective measures and responses be robustly adaptive. (U)
- o Frequent assessments shall be made of our critical infrastructures' existing reliability, vulnerability and threat environment. (U)
- o To the maximum extent possible, market incentives shall be brought to bear in our efforts to protect our critical infrastructures. These incentives, along with other actions, shall be designed to help private sector owners and operators to achieve and maintain the maximum feasible security. (U)
- o Care must be taken to respect privacy rights. Consumers and operators must have confidence that information will be handled accurately, confidentially, and reliably. (U)
- o The U.S. government shall, through its research, development and procurement, encourage the introduction of increasingly capable methods of infrastructure protection. (U)
- o The U.S. government shall serve as a model to the private sector on how infrastructure assurance is best achieved, and shall to the extent feasible distribute the results of its endeavors. (U)
- o The full resources of the government, including law enforcement, regulation, foreign intelligence and defense preparedness shall be available to ensure that critical infrastructure protection is achieved and maintained. (U)

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VI. Structure and Organization (U)

The United States Government will be organized for the purposes of this endeavor around four components (elaborated in Annex A). (U)

1. Lead Agencies for Sector Liaison: For each infrastructure sector that could be a target for significant cyber or physical attacks, there will be a single U.S. government department which will serve as the lead agency for liaison. Each Lead Agency will designate one individual of Assistant Secretary rank or higher to be the Sector Liaison Official for that area and to cooperate with the private sector representatives (Sector Coordinators) in addressing problems related to critical infrastructure protection and, in particular, in recommending components of the National Infrastructure Assurance Plan. Together, the Lead Agency and the private sector counterparts will develop and implement a Vulnerability Awareness and Education Program for their sector. (U)
2. Lead Agencies for Special Functions: There are, in addition, certain functions related to critical infrastructure protection that must be chiefly performed by the U.S. Government (national defense, foreign affairs, intelligence, law enforcement). For each of those special functions, there shall be a Lead Agency which will be responsible for coordinating all of the activities of the U.S. Government in that area. Each lead agency will appoint a senior officer of Assistant Secretary rank or higher to serve as the Functional Coordinator for that function for the Federal Government. (U)
3. Interagency Coordination: The Sector Liaison Officials and Functional Coordinators of the Lead Agencies, as well as representatives from other relevant departments and agencies will meet to coordinate the implementation of this directive under the auspices of a Critical Infrastructure Coordinating Group (CICG), chaired by the National Coordinator for Security, Critical Infrastructure and Counter-terrorism. The National Coordinator will be appointed by me and report to me through the Assistant to the President for National Security Affairs, as described in PDD-XX. Agency representatives to the CICG should be at a senior policy level (Assistant Secretary or higher). (U)

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4. National Infrastructure Assurance Council: On the recommendation of the Lead Agencies and the National Coordinator, I will appoint a panel of major infrastructure providers and state and local government officials to serve as my National Infrastructure Assurance Council. I will appoint the Chairman. The National Coordinator will serve as the Council's Executive Director. The National Infrastructure Assurance Council will meet periodically to enhance the partnership of the public and private sectors in protecting our critical infrastructures and will provide reports to me as appropriate. Senior federal government officials will participate in the meetings of the National Infrastructure Assurance Council as appropriate. (U)

VII. Protecting Federal Government Critical Infrastructures (U)

Every department and agency of the U.S. government shall be responsible for protecting its own critical infrastructure, especially its cyber-based systems. Every department and agency Chief Information Officer (CIO) shall be responsible for information assurance. Every department and agency shall appoint a Chief Infrastructure Assurance Officer (CIAO) who shall be responsible for the protection of all of the other aspects of that department's critical infrastructure. The CIO may be double-hatted as the CIAO at the discretion of the individual department. No later than 120 days from today, every department and agency shall develop a plan for protecting its own critical infrastructure, including but not limited to its cyber-based systems. The National Coordinator shall be responsible for coordinating analyses required by the departments and agencies of inter-governmental dependencies and the mitigation of those dependencies. The Critical Infrastructure Coordinating Group (CICG) shall sponsor an expert review process for those plans. No later than two years from today, those plans shall have been implemented and shall be updated every two years. In meeting this schedule, the United States Government shall present a model to the private sector on how best to protect critical infrastructure. (U)

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VIII. Tasks (U)

Within 120 days, the Principals Committee should submit to me a schedule for completion of a National Infrastructure Assurance Plan with milestones for accomplishing the following subordinate and related tasks. (U)

1. Vulnerability Analyses: For each sector of the economy and each sector of the government that might be a target of infrastructure attack intended to significantly damage the United States, there shall be an initial vulnerability assessment, followed by periodic updates. As appropriate, these assessments shall also include the determination of the minimum essential infrastructure in each sector. (U)
2. Remedial Plan: Based upon the vulnerability assessment, there shall be a recommended remedial plan. The plan shall identify timelines for implementation, responsibilities, and funding. (U)
3. Warning: A national center to warn of significant infrastructure attacks will be established immediately (see Annex A). As soon thereafter as possible, we will put in place an enhanced system for detecting and analyzing such attacks, with maximum possible participation of the private sector. (U)
4. Response: We shall develop a system for responding to a significant infrastructure attack while it is underway, with the goal of isolating and minimizing damage. (U)
5. Reconstituting: For varying levels of successful infrastructure attacks, we shall have a system to reconstitute minimum required capabilities rapidly. (U)
6. Education and Awareness: There shall be Vulnerability Awareness and Education Programs within both the government and the private sector to sensitize people to the importance of security and to train them of security standards, particularly regarding cyber systems. (U)
7. Research and Development: Federally sponsored research and development in support of infrastructure protection shall be coordinated, subject to multi-year planning, take into account private sector research, and be adequately funded to

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minimize our vulnerabilities on a rapid but achievable timetable. (U)

8. Intelligence: The Intelligence Community shall develop and implement a plan for enhancing collection and analysis of the foreign threat to our national infrastructure, to include but not be limited to the foreign cyber/information warfare threat. (U)
9. International Cooperation: There shall be a plan to expand cooperation on critical infrastructure protection with like-minded and friendly nations, international organizations, and multinational corporations. (U)
10. Legislative and Budgetary Requirements: There shall be an evaluation of the executive branch's legislative authorities and budgetary priorities regarding critical infrastructure, and ameliorative recommendations shall be made to me if necessary. (U)

The CICG shall also review and schedule the taskings listed in Annex B. (U)

IX. Implementation (U)

In addition to the 120 day report, the National Coordinator shall report to me annually through the Principals Committee on the implementation of this directive. The report should include an updated threat assessment, a status report on achieving the milestones identified for the National Plan, and additional policy, legislative and budgetary recommendations. In addition, following the establishment of an initial operating capability in the year 2000, the National Coordinator shall conduct a zero-based review of the entire issue. (U)

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Annex A: Structure and Organization (U)

Lead Agencies: Clear accountability within the U.S. government must be designated for specific sectors and functions. The following assignments of responsibility will apply. (U)

Lead Agencies for Sector Liaison:

Commerce	Information and communications
Treasury	Banking and finance
EPA	Water supply
Transportation	Aviation Highways (including trucking and intelligent transportation systems) Mass transit Pipelines Rail Waterborne commerce
Justice	Emergency law enforcement services
FEMA	Emergency fire service Continuity of government services
HHS	Emergency medicine and public health services
Energy	Electric power Oil and gas production and storage

Lead Agencies for Special Functions:

Justice	Law enforcement and internal security
DCI	Intelligence
State	Foreign affairs
Defense	National defense (U)

In addition, OSTP shall be responsible for coordinating research and development agendas and programs for the government through the National Science and Technology Council. (U)

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National Coordinator: The National Coordinator for Security, Critical Infrastructure and Counter-terrorism shall be responsible for coordinating the implementation of this directive. The National Coordinator will report to me through the Assistant to the President for National Security Affairs. The National Coordinator will chair the interagency coordination committee, the Critical Infrastructure Coordinating Group (CICG). The Sector Liaison Officials and Special Function Coordinators shall attend the CICG's meetings. Departments and agencies shall each appoint to the CICG a senior official (Assistant Secretary level or higher) who will regularly attend its meetings. (U)

The National Coordinator will be assisted by a National Plan Coordination (NPC) staff of no more than 20 professionals, who shall be contributed on a non-reimbursable basis by the departments and agencies. The NPC staff shall be responsible for assisting the National Coordinator in his duties including coordinating legislative and public affairs, integrating the various sector plans into a National Infrastructure Assurance Plan and its successors, and coordinating analyses of the U.S. Government's own dependencies on critical infrastructure. Beginning in FY99, the Commerce Department shall serve as Executive Agent for administration of the NPC. The Defense Department shall continue to serve as Executive Agent for the Commission Transition Office, which will form the basis of the NPC, during the remainder of FY98. The Office of Management and Budget (OMB) and the Office of Personnel Management (OPM) shall provide the necessary assistance in facilitating the NPC's operations. The NPC will terminate at the end of FY01, unless extended by Presidential directive. (U)

Warning and Information Centers

As part of a national warning and information sharing system, I immediately authorize the FBI to expand its current organization to a full scale Infrastructure Protection Center (IPC). This organization shall serve as a national critical infrastructure threat assessment, warning, vulnerability, investigation and response entity. During the initial period of six to twelve months, I also direct the National Coordinator and the Sector Liaison Officials, working together with the Sector Coordinators and the Special Function Coordinators, as appropriate, to consult with owners and operators of the critical infrastructures to encourage the creation of a private sector sharing and analysis center, as described below. (U)

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Infrastructure Protection Center (IPC): The IPC will include FBI, USSS, and other investigators experienced in computer crimes and infrastructure protection, as well as representatives detailed from the Department of Defense, the Intelligence Community, and Lead Agencies. It will also have representatives from the private sector hired as full-time government employees or as contractors. It will be linked electronically to the rest of the U.S. government, including other warning and operations centers, as well as any private sector sharing and analysis centers, perhaps one as proposed below. Its mission will include providing timely warnings of intentional threats (as opposed to natural disasters, system failures, etc.), comprehensive analyses, and law enforcement investigation and response. (U)

The IPC will provide the locus of crisis management support and, in some cases, crisis management action, under the coordination of the National Coordinator and augmented as appropriate with persons determined by the National Coordinator. The FBI, through the IPC, shall have lead responsibility for operational response to infrastructure attacks. All executive departments and agencies shall cooperate with the IPC and provide such assistance, information and advice and the IPC may request, to the extent permitted by law. All executive departments shall also share with the IPC information about threats and warning of attacks, and about actual attacks on critical government and private sector infrastructures, to the extent permitted by law. The IPC will include at least a National Critical Indications and Warning Office, a National Critical Infrastructure Management Office, a Computer and Operations Section and a Liaison Section whose mission will be to establish its own relations directly with others in the private sector and to link up with any information sharing and analysis entity that the private sector may create, such as the Information Sharing and Analysis Center suggested below. (U)

The IPC, in conjunction with the information originating agency, will sanitize law enforcement and intelligence information for inclusion into analyses and reports that it will provide, in appropriate form, to relevant federal, state and local agencies; the relevant owners and operators of critical infrastructures; and to any private sector information sharing and analysis entity. Whether as sanitized or unsanitized reports, the IPC will issue attack warnings or alerts to increases in threat condition to any private sector information sharing and analysis entity and to the owners and operators. These warnings may also include guidance regarding additional protection measures to be

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taken by owners and operators. Except in extreme emergencies, the IPC shall coordinate with the National Coordinator before issuing warnings of imminent attacks by international terrorists, foreign states, or other malevolent foreign powers. (U)

The IPC will be responsible for developing ties with first responders, to include state and local governments, to an attack on critical infrastructures. The IPC shall build on FBI's long-standing relationship with state and local law enforcement through mechanisms like the Joint Terrorism Task Forces to conduct outreach, provide training, share law enforcement techniques and information and provide channels of communication during crises. (U)

The IPC will provide a national focal point for gathering information on threats to the infrastructures. Additionally, the IPC will provide the principal means of responding to an incident, mitigating attacks, and investigating threats. As such, the IPC will maintain the ability, in the event of a foreign threat, to transfer primary responsibility to the Intelligence Community or the Defense Department, depending on the nature of the emergency. Depending on the nature and level of the threat/attack, protocols established between special function agencies (DoJ/DoD/CIA), and the ultimate decision of the President, the IPC may be placed in a direct support role to either DoD or the Intelligence Community. (U)

Information Sharing and Analysis Center (ISAC): The National Coordinator, working with Sector Coordinators and Sector Liaison Officials, shall consult with owners and operators of the critical infrastructures to encourage the creation of a private sector information sharing and analysis center. Such a center could serve as a mechanism for gathering, analyzing, and disseminating information regarding critical infrastructure protection, including information about vulnerabilities, threats, intrusions, and anomalies. The actual design and functions of the center and its relation to the IPC will be determined by the private sector, in consultation with and with assistance from the federal government.

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Annex B: Additional Taskings (U)

Studies (U)

The National Coordinator shall commission studies on the following subjects: (U)

- o Liability issues arising from participation by private sector companies in the information sharing process. (U)
- o Existing legal impediments to information sharing, with an eye to proposals to remove these impediments, including through the drafting of model codes in cooperation with the American Legal Institute. (U)
- o The necessity of document and information classification and the impact of such classification on useful dissemination, as well as the methods by which threat and vulnerability information can be shared while avoiding disclosure to those who will misuse it. (U)
- o The protection of industry trade secrets and other confidential business data, law enforcement information and evidentiary material, classified national security information, unclassified material disclosing vulnerabilities of privately owned infrastructures, and apparently innocuous information that, in the aggregate, it is unwise to disclose. (U)
- o The implications of sharing information with foreign entities where such sharing is deemed necessary to the security of U.S. infrastructures. (U)
- o The potential benefit to security standards of mandating insurance for selected critical infrastructure providers and requiring insurance tie-ins for foreign critical infrastructure providers hoping to do business with the United States. (U)

Public Outreach

In order to foster a climate of enhanced public sensitivity to the problem of infrastructure protection, the following actions shall be taken: (U)

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o The White House, under the oversight of the National Coordinator, together with the relevant Cabinet agencies shall sponsor a series of conferences: (1) that will bring together national leaders in the public and private sectors to propose programs to increase the commitment to information security; (2) that convoke academic leaders from engineering, computer science, business and law schools to review the status of education in information security and will identify changes in the curricula and resources necessary to meet the national demand for professionals in this field; (3) on the issues around computer ethics as these relate to the K through 12 and general university populations. (U)

o The National Academy of Sciences and the National Academy of Engineering shall establish a round table bringing together federal, state and local officials with industry and academic leaders to develop national strategies for enhancing infrastructure security. (U)

o The intelligence community and law enforcement shall expand existing programs for briefing infrastructure owners and operators and senior government officials. (U)

o The National Coordinator shall (1) establish a program for infrastructure assurance simulations involving senior public and private officials, the reports of which might be distributed as part of an awareness campaign, and (2) in coordination with the private sector, launch a continuing national awareness campaign, emphasizing improving infrastructure security. (U)

Internal Federal Government Actions

In order for the federal government to improve its infrastructure security, these immediate steps shall be taken:
(U)

o The Department of Commerce, the General Services Administration, and the National Security Agency shall assist federal agencies in the implementation of best practices for information assurance within their individual agencies. (U)

o Every federal agency shall have a chief information officer (CIO) who shall be responsible for information systems assurance. Every department and agency shall also appoint a Chief Infrastructure Assurance Officer (CIAO) who shall be

responsible for the protection of all of the other aspects of that department's critical infrastructure. The CIO may be double-hatted as the CIAO at the discretion of the individual department. These officials shall establish procedures for obtaining expedient and valid authorizations to allow vulnerability assessments to be performed on government computer and physical systems and the Department of Justice shall establish legal guidelines for providing for such authorizations. (U)

- o All federal agencies shall make clear designations regarding who may authorize access to their computer systems. (U)

- o The Intelligence Community shall elevate and formalize the priority for enhanced collection and analysis of information on the foreign cyber/information warfare threat to our critical infrastructure. (U)

- o The Federal Bureau of Investigations, the Secret Service and other appropriate agencies shall (1) vigorously recruit undergraduate and graduate students with the relevant computer-related technical skills for full-time employment as well as for part-time work with regional computer crime squads, and (2) facilitate the hiring and retention of qualified personnel for technical analysis and investigation involving cyber attacks. (U)

- o The Department of Transportation, in consultation with the Department of Defense, shall undertake a thorough evaluation of the vulnerability of the Global Positioning System including sponsoring an independent, integrated assessment of risks to civilian users of GPS-based systems, with a view to basing decisions on the ultimate architecture of the modernized NAS on these evaluations. (U)

- o The Federal Aviation Administration shall develop and implement a comprehensive National Airspace System Security Program to protect the modernized NAS from information-based and other disruptions and attacks. (U)

- o GSA shall identify large procurements (such as the new Federal Telecommunications System, FTS 2000) related to infrastructure assurance, study whether the procurement process reflects the importance of infrastructure protection

and propose, if necessary, revisions to the overall procurement process to do so. (U)

- o OMB shall direct federal agencies to include assigned infrastructure assurance functions within their Government Performance and Results Act strategic planning and performance measurement framework. (U)

- o The NSA, in partnership with Commerce and Defense Departments and Agencies, as appropriate, shall provide Information Assurance services including threat and vulnerability assessments, threat indications and warning, intrusion analysis, establishing standards, research and development, and security product evaluations for systems critical for national security. (U)

Assisting the Private Sector

In order to assist the private sector in achieving and maintaining infrastructure security: (U)

- o The National Coordinator and the National Infrastructure Assurance Council shall propose and develop ways to encourage private industry to perform periodic risk assessments of critical processes, including information and telecommunications systems. (U)

- o The Department of Commerce and NSA shall work together, in coordination with the private sector, to offer their expertise to private owners and operators of critical infrastructure to develop security-related best practice standards. (U)

- o The Department of Justice and Department of the Treasury shall sponsor a comprehensive study compiling demographics of computer crime, comparing state approaches to computer crime and developing ways to deterring and responding to computer crime by juveniles. (U)

TO: AGENCIES

FROM: DAVIES

DOC DATE: 02 FEB 98
SOURCE REF:

KEYWORDS: TERRORISM
DC

INFRASTRUCTURE
AGENDA

PERSONS:

SUBJECT: REVISED DISCUSSION PAPER FOR 4 FEB DC MTG ON UNCONVENTIONAL THREATS
AGAINST US

ACTION: RICE SGD MEMO TO AGENCIES

DUE DATE: 24 JAN 98 STATUS: C

STAFF OFFICER: CLARKE

LOGREF: 9820068

FILES: IFM

NSCP:

CODES:

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003	DAVIES	Z	98020207	FOR SIGNATURE
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NATIONAL SECURITY COUNCIL

WASHINGTON, D.C. 20504

20047

February 2, 1998

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Assistant to the Vice President
for National Security Affairs

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Department of State

MR. NEAL COMSTOCK
Executive Secretary
Department of the Treasury

COL. JAMES N. MATTIS
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Department of Defense

MR. GERALD A. SCHROEDER
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2

SUBJECT: **Revised Discussion Paper** for Deputies Committee
Meeting on Unconventional Threats Against the
U.S. (PDD-XX, PDD-YY) (U)

Attached is a **revised** discussion paper for the Deputies
Committee meeting to be held on Wednesday, February 4, 1998 from
11:00 a.m.-12:30 p.m. in Rm. 208 of the Old Executive Office
Building. (S)


Glyn T. Davies

RDP: Executive Secretary

Attachments

Tab A Revised Discussion paper

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WH Situation Room
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mtg on Unconventional Threats ag US NSC LOG # 20047

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* Revised Discussion Paper *

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Richard A. Clarke (Transnational Threats (TNT))
OA/Box Number: 1381

FOLDER TITLE:

February Chron - 1998 [11]

2006-0191-F
jp278

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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

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TIME OF TRANSMISSION:

TIME OF RECEIPT:

WHITE HOUSE SITUATION ROOM

PRECEDENCE: _____

X

IMMEDIATE
PRIORITY
ROUTINE

RELEASER: _____

DTG: _____

MESSAGE NO: _____ CLASSIFICATION: **SECRET** PAGES: 12
(Including Cover)

FROM: NSC West Wing Desk TMA (202) 456-9425 WH Situation Room
(NAME) (PHONE NUMBER) (ROOM NO.)

MESSAGE DESCRIPTION: Revised Discussion Paper for 4 Feb DC
mtg on Unconventional Threats against US NSC LOG # 20047

TO (AGENCY)	DELIVER TO	DEPT/ROOM NO.	PHONE NUMBER
CIA	Executive Secretary		
FEMA	Chief of Staff		
-JCS	Secretary, Joint Staff		
FBI	Assistant Director National Security Division		

REMARKS:

DECLASSIFIED
E.O. 12958, As Amended,
White House Guidelines, August 28, 1997
By: JG NARA, Date 09/27/06
2006-0191-F

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002d. fax cover sheet	National Security Council to Mona Sutphen, USUN; re: Revised Discussion Paper for February 4 Deputies Committee Meeting (partial) (1 page)	circa, 01/1998	b(2)

COLLECTION:

Clinton Presidential Records
National Security Council
Richard A. Clarke (Transnational Threats (TNT))
OA/Box Number: 1381

FOLDER TITLE:

February Chron - 1998 [11]

2006-0191-F
jp278

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~~SECRET~~

SECURITY CLASSIFICATION

TIME OF TRANSMISSION

WHSR CONTROL
TIME OF RECEIPT

WHITE HOUSE
SITUATION ROOM

PRECEDENCE

FLASH

IMMEDIATE

PRIORITY

ROUTINE

RELEASER: _____

DATE/TIME: _____

MESSAGE #: _____

NSC # 20047

FROM: National Security Council TMA PHONE: 202-456-9425 ROOM: WHSR
SUBJECT: Notice of Meeting - Revised Discussion PAGES: 12
paper for 4 Feb DC mtg (w/ Cover)

PLEASE DELIVER TO:

DEPT/AGENCY	NAME/OFFICE	PHONE
<u>USUN New York</u>	<u>Ms. Mona Sutphen</u>	<u>212-415-4029</u>

SPECIAL DELIVERY INSTRUCTIONS/REMARKS

Eyes Only for Mona Sutphen for hand delivery to Ambassador William Richardson.
If Ms. Sutphen is not available please deliver to Isabelle Watkins.

~~SECRET~~

SECURITY CLASSIFICATION

DECLASSIFIED
E.O. 12958, As Amended,
White House Guidelines, August 28, 1997
By IGP NARA, Date 09/27/06
2006-0191-F

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002e. paper	re: Excerpt from Discussion Paper for Meeting on Unconventional Threats Against U.S. (1 page)	01/24/1998	P1/b(1)

COLLECTION:

Clinton Presidential Records
National Security Council
Richard A. Clarke (Transnational Threats (TNT))
OA/Box Number: 1381

FOLDER TITLE:

February Chron - 1998 [11]

2006-0191-F
jp278

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NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20504

February 2, 1998

INFORMATION

MEMORANDUM FOR SAMUEL BERGER

THROUGH: RICHARD A. MARKE *RA*
FROM: LEONARD R. HAWLEY *LRH*
SUBJECT: Response to Dick Sklar's FAX "UN Arrears
Legislative Approach"

Purpose: This memo responds to your request for our views on Dick Sklar's FAX to you regarding the content of this year's legislative package for UN arrears in lieu of Helms-Biden.

Background: Upon her return to Washington, Secretary Albright will have to decide whether to seek a new, more extensive UN arrears package, or accept limited changes in Helms-Biden. USUN and State-IO favor extensive changes, arguing that a "Helms-Biden Lite" will likely not win acceptance at New York. State-H favors limited changes in current legislation so as to assure passage in the Congress this Spring. The importance of the decision is that the Administration could be blamed for not hammering out an acceptable deal that both the UN and the Hill will accept.

Discussion: We favor more extensive changes to Helms-Biden in line with Dick Sklar's proposal. Success requires that the Administration get the best possible deal from the Hill, emphasizing that our credibility is shattered among other nations. While everyone supports a package with \$1.021 billion and a assessment rate change of 22%, the argument starts when addressing Helms-Biden conditions. We think that there are ways to accommodate the conditions in Helms-Biden without having them encumber a straight-forward package that will be acceptable with our many critics in New York. The final package must be a winner at the UN in June—if it's a loser, the Administration will be blamed for accepting a poor deal from Congress.

Conclusion: You may wish to engage MKA at an ABC lunch on this decision. Congress wants to clear this issue off the table. But, tough negotiations are needed now to avoid fighting a high risk battle in New York in June.

Attachment

Tab I Dick Sklar's FAX "UN Arrears Legislative Approach"

FAX

*Dick at al
your views?
R*

From: Ambassador Richard Sklar
Representative to the United Nations for Reform/Management
U.S. Mission to the United Nations

Tel: 212 415 4032

Fax: 212 415 4183

To: Sandy Berger
Fax Number: 1 202 456 9490

Date: 27 Jan 98
Pages: 3

Subject: UN Arrears Legislative Approach

Dear Sandy,

Appreciate all the help your giving to gain POTUS' support for our effort. I understand there is a meeting with the Hill leadership now set for Thursday. Len Hawley in Dick Clark's office has been most helpful, and I know has prepped you for that session.

There is one pre-decision that MKA will have to make on our approach to the Hill. Richardson, Sheehan and I are all pressing for a "clean start", money for money approach that isn't loaded with a lot of the unsalable features that were in Helms-Biden. State Leg wants to start with a "Helms-Biden Light" (my name) approach where we try and peel some of the more unpalatable benchmarks, but leave it largely intact. This will make our job of selling it in NY much much more difficult.

Mike Sheehan points out in his memo to MKA that if we go with the Leg folks' approach, the President personally will have to undertake a major effort to sell the likely less desirable bill to the EU, Japan, Russia etc.. We don't think this as wise a use of his time as applying pressure on the Hill leadership to accept a straightforward solution.

I know this is not your issue at this point, but it probably will come up in your sessions with MKA and Richardson. I have attached my memo to Richardson with talking points on this subject.

On all counts, you know you have Barb's and my support, and if we were praying folks you would have our prayers.

Best

FAX

From: Ambassador Richard Sklar
Representative to the United Nations for Reform/Management
U.S. Mission to the United Nations

Tel: 212 415 4032

Fax: 212 415 4183

Date: 27 Jan 98

To: Bill Richardson

Fax via David Goldwyn-UN DC

Fax Number of Addressee: 1 202 736 7551

Subject: Talking Points for your discussion with MKA on our preferred option for the approach to the Hill on Arrears Legislation

Background: Mike Sheehan has prepared an options memo for the Secretary that spells out two options for approaching the Hill on the arrears legislation (A copy was given you by DG on your arrival this afternoon. Also in the packet were talking points suggested by IO and NSC for the President to use when he meets with the Hill Leadership).

The option we, USUN and IO, prefer is to go to the hill with a clean approach trading money, arrears, for a drop in the assessment rates with absolutely minimal "benchmarks" except for the those related to assessment drops. We propose that the multitude of "micro management" benchmarks that littered the Helms-Biden bill be relegated to policy guidance with reporting annually on our progress.

The "H" option approaches the Hill by starting with Helms-Biden and making certain critical changes, but leaving the rest in tact.

We believe we might end up with a bill that is unsalable in New York if we get one loaded with too many extraneous and useless conditions, and more important with perhaps not enough money.

The worst possible world would be to accept a bill from Congress that we could not sell up here. Then, we, the administration, would be the failure. We, IO and I, feel the clean start approach offers the best hope for the best bill.

Talking points in favor of the clean bill option:

1. Last year's Helms Biden is no longer viable. It does not contain enough money up front, had too many conditions that impede our ability to sell the package, and the UN is moving on the reform front despite the failure of last years legislation. Given that we are asking the Congress for \$1.021B which is about 70% of the total arrears, we will reduce our changes to win in New York if we come out with a bill cluttered with benchmarks.

2. The Congress included many benchmarks to hold the feet of the administration to the fire with respect to reform. There is no need to do so. USUN and IO are fully and demonstrably committed to reform.

3. Congress wants to get this issue behind it. The leadership should be accepting of a direct money for money approach. If we get the assessment reductions we will save U.S. taxpayers \$78M per year and will stop the continuing build up of another \$50M per year in Peacekeeping arrears.

4. If we fail to win instant acceptance of the Clean Start, "money for money", approach we can always walk back towards acceptance of some of the Helms-Biden conditionality. Congress will not throw us out the door and refuse to negotiate. However, if we start with "Helms-Biden Light", it is us to keep peeling away layers. Let the Congress try to add to our approach rather than have us try to peel them back.

5. Most of the advice we are getting from friends on the Hill is to separate this arrears issue from the ongoing appropriations for the next years that we can deal with in the normal appropriation process in the fall. They say, we should try and keep this in the appropriator's hands as much as possible. They believe that way we can avoid many of the useless and unhelpful conditions. We can thus argue for this clean arrears package now, and if Congress is still obsessed with micro-management, we can re-fight that issue in the fall on the regular appropriation bill.

6. Many of the conditions that "H" seems willing to live with in the old Helms-Biden year 3 arrears benchmarks are long term management reforms in the specialized agencies (WHO, FAO, ILO). The arrears package's money must be directed at the regular budget and peacekeeping arrears in NY, we ought not have conditions layed related to other agencies that are impossible to meet in the short term. We must keep our eye on the donut, not the hole.

Hope this is useful. I will be sending Sandy a fax on this same subject. Call me at home tonight or in the morning before the breakfast.

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
004a. fax cover sheet	Eric Schwartz & Jamie Metzl to Joseph Duffey et al; re: International Public Information (IPI) Strategy for Iraq - Summary of Conclusions (2 pages)	02/02/1998	P1/b(1)

COLLECTION:

Clinton Presidential Records
National Security Council
Richard A. Clarke (Transnational Threats (TNT))
OA/Box Number: 1381

FOLDER TITLE:

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concerning wells [(b)(9) of the FOIA]

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
004b. memo	Jamie Metzl to Members of International Public information Interagency Working Group on Iraq; re: Summary of Conclusions - February 2, 1998 Meeting on IPI Strategies for Iraq (2 pages)	02/02/1998	P1/b(1)

COLLECTION:

Clinton Presidential Records
National Security Council
Richard A. Clarke (Transnational Threats (TNT))
OA/Box Number: 1381

FOLDER TITLE:

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UNCLASSIFIED
NSC/RMO PROFILE

RECORD ID: 9820083
RECEIVED: 29 JAN 98 15

TO: DAVIES

FROM: CLARKE
HAINES

DOC DATE: 30 JAN 98
SOURCE REF:

KEYWORDS: STAFF TRAVEL

PERSONS:

SUBJECT: STAFF TRAVEL FOR CLARKE & BOBBITT ON 3 FEB

ACTION: DAVIES APPROVED RECOM DUE DATE: 02 FEB 98 STATUS: C

STAFF OFFICER: CLARKE

LOGREF:

FILES: ADMIN

NSCP:

CODES:

D O C U M E N T D I S T R I B U T I O N

FOR ACTION

FOR CONCURRENCE

FOR INFO

BOBBITT

CLARKE

HAINES

NSC CHRON

COMMENTS:

DISPATCHED BY _____ DATE _____ BY HAND W/ATTCH

OPENED BY: NSTSM

CLOSED BY: NSSWD

DOC 1 OF 1

UNCLASSIFIED

UNCLASSIFIED
ACTION DATA SUMMARY REPORT

RECORD ID: 9820083

DOC ACTION OFFICER

CAO ASSIGNED ACTION REQUIRED

001

X 98020215 DAVIES APPROVED RECOM

UNCLASSIFIED

National Security Council
The White House

PROOFED BY: _____ LOG # 20083
 URGENT NOT PROOFED: _____ SYSTEM PRS NSC INT ARS
 BYPASSED WW DESK: _____ DOCLOG TMA AO _____

	SEQUENCE TO	INITIAL/DATE	DISPOSITION
h Cosgriff	_____	_____	_____
Rice	<u>1</u>	<u>② 2/2</u>	_____
Davies	<u>2</u>	<u>g 2/2</u>	_____
Kerrick	_____	_____	_____
Steinberg	_____	_____	_____
Berger	_____	_____	_____
Situation Room	_____	_____	_____
West Wing Desk	<u>3</u>	_____	<u>N</u>
Records Mgt.	_____	_____	_____
_____	_____	_____	_____

A = Action	I = Information	D = Dispatch	R = Retain	N = No Further Action
------------	-----------------	--------------	------------	-----------------------

cc:

COMMENTS:

'98 FEB 2 AM 11:20

Exec Sec Office has diskette 410

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20504

20083

January 30, 1998

ACTION

MEMORANDUM FOR GLYN T. DAVIES

THROUGH:

MARY A. HAINES

FROM:

RICHARD A. CLARKE

SUBJECT:

Travel Request for Richard A. Clarke and
Philip Bobbitt

Travel Authorization is hereby requested for Richard A. Clarke and Philip Bobbitt to travel to Carlisle Barracks, Pennsylvania on or about Tuesday, February 3, 1998, returning to Washington, D.C. on or about Wednesday, February 4, 1998.

Mr. Clarke will be the keynote speaker in a joint sponsored conference by the USAWC, Booz-Allen & Hamilton, and the National Computer Security Association, an information assurance seminar and Mr. Bobbitt is accompanying him to the conference. The U.S. Army War College will cover per diem and travel expenses.

RECOMMENDATION

That you approve the travel request and sign the Travel Authorization Forms at Tab I.

Approve 8/2 Disapprove _____

Attachments

Tab I NSC Travel Authorization Forms

Tab II Invitational Letter

NSC STAFF TRAVEL AUTHORIZATION

1. TRAVELER'S NAME: Richard A. Clarke
2. PURPOSE/EVENT (Include Dates): To be the keynote speaker in a joint sponsored conference by the USAWC, Booz-Allen & Hamilton, and the National Security Association.
3. ITINERARY (Please Attach Copy of Proposed Itinerary): N/A
4. DEPARTURE DATE: 02/03/98 RETURN DATE: 02/04/98
DEPARTURE TIME: _____ RETURN TIME: _____
5. MODE OF TRANSPORTATION:
GOVT AIR _____ COMMERCIAL AIR _____ POV X RAIL _____
OTHER _____
6. ESTIMATED EXPENSES:
TRANSPORTATION _____ PER DIEM _____ OTHER _____
TOTAL _____
7. WHO PAYS EXPENSES: NSC _____ OTHER X
IF NOT NSC, DESCRIBE SOURCE AND ARRANGEMENTS: U.S. Army War College, Department of the Army
8. WILL FAMILY MEMBER ACCOMPANY YOU: YES _____ NO X
IF SO, WHO PAYS FOR FAMILY MEMBER (If Travel Not Paid By Traveler, Describe Source & Arrangements): _____
9. TRAVEL ADVANCE REQUESTED: NA
10. REMARKS (Use This Space to Indicate Any Additional Items You Would Like to Appear on Your Travel Orders): _____
11. TRAVELER'S SIGNATURE: Richard A. Clarke
12. APPROVALS: Senior Director Richard A. Clarke
Director of Administration Mary M. Haines
Executive Secretary Clvn T. Davies

NSC STAFF TRAVEL AUTHORIZATION

1. TRAVELER'S NAME: Philip Bobbitt
2. PURPOSE/EVENT (Include Dates): To attend a joint sponsored conference by the USAWC, Booz-Allen & Hamilton, and the National Computer Security Association, an information assurance seminar.
3. ITINERARY (Please Attach Copy of Proposed Itinerary): NA
4. DEPARTURE DATE: 02/02/98 RETURN DATE: 02/03/98
DEPARTURE TIME: 2:30pm RETURN TIME: 10:00am
5. MODE OF TRANSPORTATION:
GOVT AIR _____ COMMERCIAL AIR _____ POV X RAIL _____
OTHER _____
6. ESTIMATED EXPENSES:
TRANSPORTATION _____ PER DIEM _____ OTHER _____
TOTAL _____
7. WHO PAYS EXPENSES: NSC ■ OTHER X
IF NOT NSC, DESCRIBE SOURCE AND ARRANGEMENTS: US Army War College
8. WILL FAMILY MEMBER ACCOMPANY YOU: YES _____ NO _____
IF SO, WHO PAYS FOR FAMILY MEMBER (If Travel Not Paid By Traveler, Describe Source & Arrangements): _____
9. TRAVEL ADVANCE REQUESTED: _____
10. REMARKS (Use This Space to Indicate Any Additional Items You Would Like to Appear on Your Travel Orders): _____
11. TRAVELER'S SIGNATURE: Philip Bobbitt *Philip Bobbitt*
12. APPROVALS: Senior Director Richard A. Clarke *Richard A. Clarke*
Director of Administration Mary A. Haines *Mary A. Haines*
Executive Secretary Glyn T. Davies *Glyn T. Davies*



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY WAR COLLEGE
CENTER FOR STRATEGIC LEADERSHIP
CARLISLE BARRACKS, PA 17013-5049

December 24, 1997

Rec'd
1/5

Office of the Director

Mr. Richard Clark
Senior Director Global Affairs
White House
Washington, D.C. 20504

Dear Mr. Clark:

I would like to invite you to attend an Information Assurance Seminar February 3-5, 1998 in Collins Hall at the U.S. Army War College (USAWC). This event is being hosted by the USAWC and jointly sponsored by the USAWC, Booz-Allen & Hamilton, and the National Computer Security Association.

Participants will be senior leaders representing both government and corporate America whose views are essential to the debate on securing our Nation's critical infrastructure. The focus of this seminar/game will be to address the issue, "What are the emerging roles for the public and private sector for protection of critical information infrastructures?" The following aspects of an information warfare attack will be considered: definition of the threat, vulnerability assessment, damage and consequences, detection, disclosure, and response and recovery.

We look forward to your participation and ask that you please respond by January 12, 1998. My point of contact for this action is Mr. Robert Minehart, Center for Strategic Leadership, U.S. Army War College, Carlisle Barracks, PA 17013-5050, (717) 245-4472, DSN 242-4472, FAX DSN 242-4600, email: mineharr@csl-emh1.army.mil. If you can attend, please plan to arrive on the afternoon of February 3 to attend a "get acquainted" social. Enclosed is administrative, travel, and lodging information.

Sincerely,

Douglas B. Campbell (717) 245-
Professor, Strategic Wargaming
and Simulation
Director, Center for Strategic Leadership

Enclosures