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13 December 1988

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: William M. Baker
Director, Public Affairs Office

SUBJECT: Arrangements for your Address at the Low Intensity Conflict Conference in Hampton, Virginia

1. This is background information for your keynote address at the Low Intensity Conflict Planning Policy Conference, 14 December 1988, at the Radisson Hotel, 700 Settlers Landing Road, Hampton, Virginia. Phone: (804) 727-9700. Breakfast will be served on the plane. [redacted] will accompany you and attend the program.

STAT

2. Arrangements for your address at the Low Intensity Conflict (LIC) Planning Policy Conference: You will travel in a non-commercial aircraft, arriving at approximately 0715 hours at Langley Air Force Base where you will be met by Brigadier General Michael Ryan, USAF, Deputy Chief of Staff for the Tactical Air Command, Langley AFB, and Lieutenant Colonel Richard E. Walters, USA, Chief of the Intelligence Division of the Army-Air Force Center for Low Intensity Conflict. (See tab for biographies.) Colonel Walters will accompany you on the 20-minute ride from Langley AFB to the Radisson Hotel and escort you to the hotel ballroom. Your presentation is scheduled for 0800-0920 hours and Colonel Walters will introduce you. The suggested format is 60 minutes of remarks and 20 minutes of questions and answers which will be moderated by Colonel Walters. You are asked to make an unclassified presentation on the second day of the conference which will be included in a post-conference report. We will have an opportunity to review the report prior to publication.

Since no stage is provided, you will be seated in the front row between Colonel Walters and Director of Intelligence for the US Marine Corps, Brigadier General James D. Beans. Also to be seated in the front row will be Colonel Raymond Chojnacki (CHA NECK EE), Director of Targets, HQ USAF. (See tab for biographies.) A podium and microphone will be available and DCI Security will tape your remarks for the Agency's historical records. After your appearance, Colonel Albert M. Barnes, USAF, Commander of the Center, will come forward and will present you with a plaque, decorated with the Army and Air Force crests.

3. Audience and Media: You can expect approximately 150-200 senior level U.S. military officers and representatives from the State Department, NSA, and DEA. Neither contract employees nor representatives from the press will be at the conference.



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4. Background: An Air Force Innovation Task Force that was formed in 1984 determined that a challenge for the future would be providing effective capabilities for engaging in combat at levels below theater war. The Army was also considering such a study, and agreed to work in cooperation with the Air Force. As a result, the Army-Air Force Center for Low Intensity Conflict was established, with staff representing 22 military disciplines applicable to low intensity conflict.

The Center's mission is to improve Army and Air Force capabilities for engaging in LIC, elevate awareness of the role of military power in LIC, and provide the basis for future joint activity with such agencies as State, AID, DEA, DIA, and the Coast Guard.

The conference which will be held from 13-15 December is co-hosted by the Center and the Office of the Joint Chiefs of Staff/J5. The purpose of the conference is to provide a forum for the joint military and interagency communities to examine mutual requirements arising from approved national LIC strategy. (See background tab for further information.)

Following your address, General Beans will speak on "U.S. Marine Corps Intelligence and Expeditionary Operations", and Colonel Raymond Chojnacki will address "Targeting Concerns in Support of Low Intensity Conflict." The keynote speaker for the first day will be Dr. Michael Vlahos, Director of the Center for the Study of Foreign Affairs, Foreign Service Institute, Department of State. (See tab for agenda.)



William M. Baker

STAT

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SCHEDULE OF EVENTS/CONTACTS

Trip to Hampton, Virginia
To Address the Low Intensity Conflict Conference

Wednesday, 14 December 1988

0640	Depart, National Airport Washington, D.C. Non-commercial aircraft
0715	Arrive, Langley Air Force Base, Virginia Met by Brigadier General Michael Ryan Lieutenant Colonel Richard E. Walters
0750	Arrive, Radisson Hotel Hampton, Virginia
0800	Introduction by Colonel Walters Address, The Honorable Robert M. Gates (Remarks 60 minutes, Q&A 20 minutes)
0920	Presentation of Plaque Depart hotel
1000	Depart, Langley Air Force Base, Virginia
1030	Arrive, National Airport Washington, D.C.

LIEUTENANT COLONEL RICHARD E. WALTERS, US ARMY

Lieutenant Colonel Richard E. Walters (MA, Rutgers University, 1969) is chief of the intelligence division of the Army-Air Force Center for Low Intensity Conflict, a multidisciplined activity chartered to enhance service capabilities for combating low intensity conflict located at Langley AFB, VA. A career intelligence officer who has held a variety of command and staff positions, Lieutenant Colonel Walters is also a Southeast Asia Foreign Area Specialist whose overseas tours include the Republic of Vietnam, Thailand, and Indonesia. A qualified Thai and Indonesian linguist, Lieutenant Colonel Walters was previously assigned to the Office of the Defense Attache in Jakarta, Indonesia.

Lieutenant Colonel Walters is married to the former Rosanne D'Erasmus of Teaneck, New Jersey, and has two sons.



UNITED STATES MARINE CORPS
DIVISION OF PUBLIC AFFAIRS • HEADQUARTERS MARINE CORPS
WASHINGTON, D. C. 20380 • TELEPHONE (202) 694-4309

BRIGADIER GENERAL JAMES D. BEANS, USMC

Brigadier General James D. Beans is the Assistant Chief of Staff, Command, Control, Communications and Computer, Intelligence and Interoperability (C⁴I²) Director, Intelligence Division, Headquarters Marine Corps, Washington, D.C.

General Beans graduated from the United States Naval Academy in 1957. He also holds a Master of Science degree in Computer Science from the Naval Postgraduate School in Monterey, California (1971).

General Beans completed The Basic School, at Quantico, Va., in May 1958. His first duty station was Camp Lejeune, N.C., where he served as Platoon Commander, Company Executive Officer and Battalion S-1/Adjutant in the 1st Battalion, 8th Marines. During November 1959, he was reassigned to the 2d Force Reconnaissance Company as Supply and Service Platoon Commander, and later, as the Pathfinder Platoon Commander. During December 1962, he was assigned as the Commanding Officer, Marine Detachment aboard the USS LITTLE ROCK (CLG-4). He returned to the 2d Marine Division in 1964, for duty as Company Commander, S-2 and S-3A in the 1st Battalion, 6th Marines.

General Beans joined the 1st Battalion, 9th Marines for his first tour in Vietnam in 1966, serving as S-3 and Battalion Executive Officer. He completed his overseas assignment as S-3, 4th Marines.

Returning to the United States in December 1967, he reported to Quantico for duty as Company Commander and instructor at The Basic School. From January 1970 until December 1971, General Beans attended the U.S. Naval Postgraduate School. Upon completion of the postgraduate program, he returned to Vietnam in March 1972, to serve in the Military Advisor Unit as a Battalion, Brigade, and G-4 Advisor to the Vietnamese Marine Corps.

He was assigned to Headquarters, Fleet Marine Force, Pacific in 1973, for three years where he served as Director, Automated Services Center, and subsequently, as Assistant Chief of Staff for Management.

He attended the Marine Corps Command and Staff College from 1976-77, and upon graduation, joined the 1st Marine Division as Executive Officer, 5th Marines. On March 17, 1978 he assumed command of the 1st Battalion, 5th Marines. General Beans relinquished command upon the Battalion's return from Okinawa on Aug. 18, 1979.

He attended the State Department's top level school, the Executive Seminar for National and International Affairs, from September 1979 to June 1980. Joining the Organization, Joint Chiefs of Staff, on June 20, 1980, he first served as the Southeast Asia Branch Chief, J-5, until May 15, 1981, when he was reassigned to the Chairman's Staff Group as the Marine Corps Member until June 24, 1983.

General Beans was assigned as the Deputy Director, Personnel Management Division, Headquarters Marine Corps on June 24, 1983. While serving in this capacity, he was selected in February 1984 for promotion to brigadier general. He was advanced to that rank on May 10, 1984 and assumed his assignment as Assistant Division Commander, 3d Marine Division/Deputy Commander, III MAF/CG, 9th Marine Amphibious Brigade, Fleet Marine Force, Pacific, Okinawa, Japan. Returning to the United States in July 1985, he was assigned duty as the Commander, Forward Headquarters Element/Inspector General for the United States Central Command, MacDill AFB, Florida, in August 1985. He served in this capacity until Aug. 14, 1986. General Beans was assigned duty as the Commanding General, 5th Marine Amphibious Brigade, FMF, Camp Pendleton, Calif., on Sept. 5, 1986. He was assigned additional duty as the Commanding General, Landing Force Training Command, Pacific, on Sept. 3, 1987. He served in this capacity until May 5, 1988, and assumed his current assignment on July 1, 1988.

General Beans' decorations include: the Silver Star Medal; Defense Superior Service Medal; Legion of Merit with Combat "V"; Bronze Star Medal with Combat "V"; the Navy Commendation Medal with Combat "V"; Vietnamese Cross of Gallantry gold and silver star; and the Vietnamese Staff Service Honor Medal, 1st Class.

Brigadier General Beans is married to the former June Wolfe of Asheville, North Carolina, and has a son and a daughter.

(Revised Nov. 17, 1988 HOMC)



Biography

United States Air Force

AIR FORCE INTELLIGENCE AGENCY (AFIA)

OFFICE OF PUBLIC AFFAIRS, FT. BELVOIR, VA. 22060



(703) 664-2228

COLONEL RAYMOND CHOJNACKI

Colonel Raymond Chojnacki is the Director of Targets, Headquarters, U.S. Air Force, Bolling Air Force Base, Washington, D.C.

Colonel Chojnacki was born April 4th, 1942, in Greeneville, Kentucky. He graduated from Norwich Free Academy, Norwich, Connecticut, in June 1960. He earned a bachelors degree in International Relations and an Air Force commission from the Air Force Academy, Colorado Springs, Colorado, in 1965. He received a masters degree in computer science from New Mexico State University, Las Cruces, New Mexico, in August 1970, and a masters degree in International Relations from Creighton University in June 1978. His professional military education includes Squadron Officer School, Air Command and Staff College, and the Japanese National Defense College.

Following commissioning, Colonel Chojnacki was a student with the 6940th Tactical Intelligence Group, Goodfellow Air Force Base, Texas from August 1965 to February 1966. He then served as Officer-in-Charge, Mission Management, Hakata Administration Annex, Japan, from April 1966 to December 1968. From September 1970 to August 1973, the colonel was Chief, Files Branch with the North American Air Defense Command Headquarters, Colorado Springs, Colorado. Following a tour in Southeast Asia, he was assigned to Headquarters, Strategic Air Command in May 1974 and served on the Joint Strategic Target Planning Staff, Offutt Air Force Base, Nebraska from May 1975 to July 1978.

Colonel Chojnacki served as the Chief, Targeting Concepts and Applications Division with Air Force Intelligence Service, Bolling Air Force Base, Washington, D.C. from August 1979 to July 1982. After graduating from the Defense Language Institute in July 1983, and the Japanese National Defense College in July 1984, he served as the Director, Plans and Programs at Headquarters, 5th Air Force, Yokota Air Base, Japan from July 1984 to June 1986. In June 1986, he became the Commander, 6th Tactical Intelligence Group, Osan Air Base, Korea. He assumed his current position as the Director of Targets, Headquarters, U.S. Air Force in August 1988.

Colonel Chojnacki's awards and decorations include the Defense Meritorious Service Medal, the Meritorious Service Medal with two oak leaf clusters, the Joint Service Commendation Medal and the Air Force Commendation Medal.

He was promoted to colonel 1 April, 1986.

Colonel Chojnacki is married to the former Margaret Galluzzo of Colorado Springs, Colorado. They have two children; Paul Raymond, 21, and Kent Travis, 18.

(Current as of Aug 1988)

**ARMY-AIR FORCE CENTER
FOR
LOW INTENSITY CONFLICT**



**HELPING TO MEET
THE LIC CHALLENGE**

**CLEARED FOR
OPEN PUBLICATION
6 SEP 88
SAF/PAS # 88-4053**

The Secretary of Defense's Annual Report to the Congress for FY89 notes, "Low-intensity conflict (LIC) poses a major threat to our security and our interests around the world."

The Army-Air Force Center for Low-Intensity Conflict at Langley Air Force Base, Virginia, is leading Army and Air Force efforts to meet these LIC challenges. The A-AF CLIC has developed rapidly since its activation in January 1986 and is now known throughout the armed forces and many government agencies for its contributions and important initiatives concerning LIC policy, strategy, concepts, and doctrine. Its activities span broad levels from national through major command down to, in some instances, field unit.

GENESIS

The idea for an organization focused on LIC originated from recommendations made by an Air Force Innovation Task Force formed in 1984 at the direction of the then Air Force Chief of Staff, General Charles A. Gabriel. The Task Force, in identifying challenges for the Air Force of the future, said one challenge would be providing effective capabilities for engaging in combat at levels below theater war. Subsequently, the Air Force began planning to open an Air Force Center for Low Intensity Conflict in early 1986. At approximately the same time, the Army was also considering how best to deal with the LIC threat. In July of 1985, General Gabriel wrote to General John A. Wickham, Jr., then Chief of Staff of the Army, suggesting the Army and Air Force become partners in the endeavor. They agreed and added the A-AF CLIC to the Joint Force Development Initiative (JFDI) process (number 35) in January 1986.

ACTIVATION PLAN

A thorough and comprehensive activation plan provides the A-AF CLIC's mission and charter, and enumerates 12 tasks and responsibilities through which to accomplish them. The activation plan also spells out organization, manning, resourcing, command relationships, and supervisory structure.

ORGANIZATION AND FUNCTIONS

The A-AF CLIC is authorized a commander and a deputy commander, both colonels. The Army and Air Force alternate in filling these positions. The current commander is Air Force Colonel Albert M. Barnes. A Reserve Advisor, also a colonel, is authorized. The complement of 20 staff members comprise eight more Air Force officers, 10 more Army officers. Two Air Force NCOs, and six civilian employees (two of whom are officer-equivalent). All the military officer positions are on the Joint Duty List.

This staff is skilled in 22 military disciplines applicable to low-intensity conflict. To enhance routine operations the staff is divided into four functional divisions: Operations, Intelligence, Support, and Policy Support/Reserve Affairs. Most of the A-AF CLIC's projects, however, involve cross-functional efforts.

An important means of facilitating the A-AF CLIC's endeavors is its working relationship with Army and Air Force major commands (MACOMs/MAJCOMs), as well as U.S. government departments and agencies, such as Department of State, U.S. Information Agency, Agency for International Development, Defense Intelligence Agency, Drug Enforcement Administration, and the U.S. Coast Guard.

The A-AF's supervisory body is a three-member General Officer Executive Council (GOEC) comprising the Deputy Chiefs of Staff, Plans of the Tactical Air Command and the Military Airlift Command, and the Deputy Chief of Staff for Doctrine of the Army Training and Doctrine Command. This GOEC has approval authority for A-AF CLIC-proposed initiatives which are within MACOM/MAJCOM purview. Those above MACOM/MAJCOM level are submitted by the GOEC to the respective service OPSDEPS for follow-on staffing.

MISSION, TASKS, AND RESPONSIBILITIES

The A-AF CLIC's mission is to improve the Army-Air Force posture for engaging in LIC, elevate awareness throughout the Army-Air Force of the role of military power in LIC--including the capabilities needed to realize that role--and provide an infrastructure for eventual transition to a joint and, perhaps, inter-agency activity.

The 12 tasks and responsibilities, which understandably contain some overlap, more finitely guide the A-AF CLIC's work. They are:

1. Develop an understanding of the LIC phenomenon in its various aspects.
2. Develop an understanding of the politico-military environment.
3. Accept and maintain a joint low-intensity conflict data base.
4. Represent the Army-Air Force in joint and interagency low-intensity conflict fora.
5. Develop joint Army-Air Force operations concepts.
6. Conduct operational analyses.
7. Identify capability shortfalls.

8. Propose initiatives to the CLIC General Officer Executive Council.

9. Orchestrate MACOM/MAJCOM operational test and evaluation efforts for matters related to LIC.

10. Advise Army-Air Force decision makers and educate Service personnel on matters relating to military operations in LIC.

11. Develop and propose policy initiatives.

12. Monitor progress.

KEY CURRENT ACTIONS

CLIC Papers: One of the organization's longest standing ongoing endeavors, and one which enjoys continued popularity amongst an ever-growing audience, is the series of publications entitled CLIC Papers. Twenty LIC-related topics have been published in this series. They have included such headings as "Operational Considerations for Military Involvement in Low-Intensity Conflict", "Low-Intensity Conflict Imperatives for Success", "Planning for Combat Employment of Air Power in Peacetime Contingency Operations", and "LIC Education and Training within the DOD." In addition to the 300 addressees receiving at least one copy of each paper, copies are sent to such institutions as the Defense Technical Information Center (DTIC), Pentagon Library, and various service school libraries. All of these papers are cleared by DOD for open release.

FM 100-20/AFM 2-20, Military Operations in Low-Intensity Conflict: Currently in its final draft form, this is the first manual which establishes joint Army and Air Force doctrine for planning, coordinating, and executing joint operations in low-intensity conflict. It covers the fundamentals of LIC and its four major categories: Insurgency and Counterinsurgency; Combatting Terrorism; Peacekeeping, and Peacetime Contingency Operations. It is anticipated that this multi-service capstone manual will be published in December 1988.

Force Protection; In order to provide protection for U.S. forces deployed worldwide in the LIC environment, A-AF CLIC has produced a multi-service document entitled "Joint Operational Concept for Tactical Force Protection (LIC)." The operational concept is currently being staffed by the Services and by the Unified and Specified Commands, and will serve as a foundation for the future development of a joint tactics, techniques, and procedures publication.

Security Assistance: The A-AF CLIC is continuing its initiative to enhance the effectiveness of security assistance as the principal military instrument in LIC. A concept for military security assistance operations for LIC is under way. A draft report for comment has been fielded to approximately 90 commands, agencies, and staffs. On 31 August and 1 September 1988, the A-AF CLIC hosted a working group conference to continue developing the draft concept. Key participants included representatives of all unified commands, JCS, OASD-SO/LIC, DSAA, and the NSC staff.

Reserve Forces Support: Recognizing the substantial and unique role of certain reserve forces in LIC, the Center has several efforts under way to support reserve forces. These include an Overseas Deployment Training (ODT) checklist to assist commanders and staffs in preparing for deployments into the LIC environment. Additional challenges to reserve forces involvement in LIC which are being addressed by the Center include: compilation and dissemination of lessons learned, productivity versus training, lack of capstone trace, preparation lead-time, and continuity of operations.

Indicators Templating: In August 1987, the Commanding General, U.S. Army Training and Doctrine Command, asked the A-AF CLIC to explore the feasibility of developing a methodology to identify and assess emerging threat environments in the Third World with potential implications for U.S. security interests. In response to this request, the Center developed an analytic framework using templates to track indicators of insurgent activity. To date this methodology has been applied to three different theaters (Latin America, Asia-Pacific, and Southwest Asia) to highlight potential troublespots over the next two years (1988-89). results so far indicate a high rate of success in predicting actual events. The next regional assessment will address low-intensity conflict in the U.S. European Command area of responsibility and should be completed by 30 December 1988.

CONCLUSION

In pursuing these endeavors the A-AF CLIC is filling its chartered role as the Army and Air Force focal point for matters relating to military operations in LIC and related civil-military activities. As such, the organization serves as a one-stop Center; a clearinghouse for LIC information; the Army-Air Force representative in LIC forums; and an agent for minimizing duplication of effort. As the A-AF CLIC's maturity has increased, so has its contribution to the joint community's understanding of LIC and

capability to deal effectively with its facets. Naturally, the Center is committed to building on this foundation and advancing its value to the joint and interagency communities in responding to the persistent LIC challenge to U.S. interests worldwide.

The Center may be contacted by writing: A-AF CLIC, Langley Air Force Base, VA 23665-5556, or by phone: AUTOVON 574-5804/5805 or Commercial (804) 764-5804/5805.

Low-Intensity Conflict Conference

Sponsored by

**The Joint Staff/J-5
and
The Army-Air Force Center for Low Intensity Conflict**

13-15 December 1988

**Radisson Hotel
700 Settlers Landing Road
Hampton, Virginia**

PURPOSE

To provide a forum for members of the joint and interagency community to examine mutual requirements arising from approved national LIC strategy and exchange LIC lessons learned.

AGENDA

DAY 1

0700-0800 Coffee

0800-0815 Welcome and Conference Administration

0815-0900 Keynote Address, Dr. Michael Vlahos, Director of the Center for the Study of Foreign Affairs, Foreign Service Institute, Department of State (Ballroom)

0900-0930 Question and Answer Period

0930-0945 Break

0945-1015 Role of the CJCS and the Joint Staff in Planning and Implementing National LIC Strategy and Policy, Rear Admiral P. R. Olson, USN, Deputy Director for Strategy and Policy, Strategic Plans and Policy Directorate, Joint Staff/J-5 (Ballroom)

1015-1030 Break

1030-1130 Creating Unity of Effort to Meet the LIC Threat, Colonel Albert M. Barnes, USAF, Commander, Army-Air Force Center for Low Intensity Conflict (Ballroom)

1130-1300 Lunch

1300-1400 National LIC Policy, Ambassador Charles S. Whitehouse, Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (Ballroom)

1400-1415 Break

1415-1515 Joint Doctrine Development, Colonel Ken Wilson, USA, Chief, Joint Doctrine Branch, Joint Doctrine and Education Division, Operational Plans and Interoperability Directorate, Joint Staff/J-7 (Ballroom)

1515-1530 Break

1530-1615 The USPACOM Peacetime/Multinational Strategies, Lieutenant Colonel William Robinson, USA, US Pacific Command, J-5, Policy Division (Ballroom)

1615-1700 The SOUTHCOM Strategy System, Major Wilfred D. MacDonald, Jr., USA, US Southern Command/J-5, Policy and Strategy Division (Ballroom)

1700-1900 No-host Cocktail Party (Peninsula Room)

DAY 2

0800-1200 Intelligence Workshop, Speakers - Dr. Robert M. Gates, Deputy Director, Central Intelligence Agency; Brigadier General James D. Beans, USMC, Director of Intelligence, HQ USMC, and Colonel Raymond Chojnacki, USAF, Director of Targets, Assistant Chief of Intelligence, HQ USAF (Ballroom)

0930-1200 Public Affairs Workshop, Speaker - Mr. Benjamin F. Schemmer, Editor, Armed Forces Journal International (Peninsula Room)

1200-1330 Lunch

1330-1700 Public Affairs Workshop (Continued) (Peninsula Room)

1330-1700 Security Assistance Workshop, Speakers - Mr. Leif Rosenberger, Strategic Studies Institute, US Army War College; Lieutenant Colonel Charles A. Byler, USA, US Pacific Command/J73; and Major Eric Pettersen, USAF, Air Force Logistics Command, International Logistics Center (Ballroom)

DAY 3

0800-1200 Joint Staff/J-5 Executive Session (TAC Auditorium)

0800-1230 Counter-Drugs Workshop, Speakers - Mr. Charles Gutensohn, Chief, Cocaine Investigations, Drug Enforcement Agency; Mr. Brent Olson, Deputy Director, Office Of Program Management, Bureau of International Matters, Department of State; Lt Gen Stephen G. Olmstead, USMC, Deputy Assistant Secretary of Defense for Drug Policy and Enforcement; and Mr. Paul Mahlstedt, Aide to General Paul F. Gorman, USA (Retired) (Ballroom)

0830-1230 Reserve Affairs Workshop, Speaker - Major General William R. Berkman, USA, Military Executive to the Reserve Forces Policy Board (Peninsula Room)

1230 Closing Remarks, Colonel Albert M. Barnes, USAF, Commander, Army-Air Force Center for Low Intensity Conflict (Ballroom)



**ARMY-AIR FORCE CENTER
FOR LOW INTENSITY CONFLICT**
LANGLEY AIR FORCE BASE VA 23865-6000

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20 OCT 1988

Executive Registry
88-4128X

The Honorable Robert M. Gates
Deputy Director of Central Intelligence
Washington, DC 20505

Dear Dr. Gates


We would be honored if you could make a presentation at a Low Intensity Conflict Planning Policy Conference to be co-hosted by the Army-Air Force Center for Low Intensity Conflict and OJCS/J5 at the Radisson Hotel in Hampton, VA, from 13-15 December 1988. This conference will provide an interagency forum to examine mutual requirements related to the implementation of our national LIC strategy and exchange important lessons learned. Senior officers from the Department of State, Drug Enforcement Administration, OSD, service and joint staffs have also been invited to brief.

Your presentation would keynote the intelligence portion of the conference on 14 December 1988 from 0800 to 0915, to include a 15-minute question and answer session. We request your remarks focus on the role of intelligence in LIC and future challenges facing the national intelligence community from the lower end of the conflict spectrum. Because of the open nature of this particular conference, we also ask that you make an unclassified presentation which can be incorporated in our post-conference report to the field.

If your calendar permits, we would enjoy having you as our guest for the entire conference. I have asked Lieutenant Colonel Richard E. Walters, chief of our intelligence division (telephone 804-764-2757/2758), to coordinate travel and lodging requirements with your staff.

We look forward to your presentation.

Sincerely


ALBERT M. BARNES, Colonel, USAF
Commander

ROUTING SLIP

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Executive Secretary
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Date

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**ARMY-AIR FORCE CENTER
FOR LOW INTENSITY CONFLICT**

LANGLEY AIR FORCE BASE VA 23866-6000

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20 OCT 1988

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88-4128X

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Deputy Director of Central Intelligence
Washington, DC 20505

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We look forward to your presentation.

Sincerely

Albert M. Barnes
ALBERT M. BARNES, Colonel, USAF
Commander

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