From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Another doc to scan
Date: Thursday, September 24, 2015 10:51:01 AM

> From: (b)(6)
> Subject: Another doc to scan
> Date: Sun, 5 Jul 2015 18:17:11 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Meeting in July?
Date: Thursday, September 24, 2015 10:50:53 AM

From: (b)(6)
Subject: Fwd: Meeting in July?
Date: Mon, 6 Jul 2015 01:43:40 -0400
To: (b)(6)

Unlikely but we can try

Sent from my iPhone

Begin forwarded message:

> From: Philip Zelikow (b)(6)
> Date: July 5, 2015 at 10:10:03 PM EDT
> To: Ashton Carter (b)(6)
> Subject: Re: Meeting in July?
>
> Thanks! I'll keep my fingers crossed to see if your schedule might work out for Monday, July 13, or Wednesday, July 15.
>
> pz
>
> From: (b)(6)
> Date: Sunday, July 5, 2015 at 8:09 PM
> To: Phili Zelikow (b)(6)
> Subject: Re: Meeting in July?
>
> Hi PZ -- this week is a bit of a zoo, I cram everything into front of week and depart wed. Let's be in touch early next wk. I read book and think it's terrific. Ash
>
> Sent from my iPad
>
> > On Jun 30, 2015, at 9:21 PM, Philip Zelikow (b)(6) wrote:
> > Ash,
> > It was very good to see you and (b)(6) A nice set of events today. If (b)(6) can give me a good mailing address, I'll send a copy of the book directly to her!
> > By the way, in addition to my compliments on your own remarks to the Board, I want to call out Doug Lute as having done a nice job meeting with us.
> > I can come up to DC on July 7 or 8, and will be in DC on July 13. If you think I can be of any particular help or want to talk about the note I sent to you at the end of March.
> > If those dates won't work, I completely understand and will look forward to future meetings

of the DPB.



pz

From: (b)(6)
To:
Subject: Re: Missing pages are...
Date: Tuesday, July 07, 2015 7:07:31 AM

Copy

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Monday, July 06, 2015 08:50 PM
To: (b)(6)
Subject: Missing pages are...

...63-81. Also, relieved to find calendar, sorry for hassles but your update is really useful. I will try to do an update before we leave wed on master. Ash

Sent from my iPad

(b)(6)

From: Ashton Carter
To: SecDe
Subject: FW: Dsd
Date: Thursday, September 24, 2015 10:49:27 AM

> From: (b)(6)
> Subject: Re: Dsd
> Date: Sun, 28 Jun 2015 15:44:12 -0400
> To: (b)(6)
>
> Good. (b)(5) If not, punch a sipr email to PSO. If there's a rah I'd also like to see it. Tnx
>
> Sent from my iPhone
>
> > On Jun 28, 2015, at 3:30 PM, Lewis, Ronald LTG SD (b)(6) wrote:
> >
> > Sir,
> > He'll be in tomorrow.
> >
> >
> >
> >
> > ---- Original Message ----
> >
> > From: Ashton Carter (b)(6)
> > Date: June 28, 2015, 3:27 PM EDT
> > To: Fanning, Eric HON SD (b)(6), Ron Lewis (b)(6), Rosenbach, Eric HON SD (b)(6), (b)(6) (b)(6)
> > Subject: Dsd
> >
> > Ron -- can you or ef confirm that DSD will be in Monday? If not, perhaps we can svtc him into big four plus a private chat. A lot is piling up I need to discuss w him. Tnx
> >
> > Sent from my iPhone

(b)(6)
(b)(6)

From: Ashton Carter
To: SecDef
Subject: FW: Can you also give topics for wed and thurs? Note I cannot do thurs due to hearing prep so best to let know early Monday
Date: Thursday, September 24, 2015 10:49:04 AM

> From: (b)(6)
> Subject: Re: Can you also give topics for wed and thurs? Note I cannot do thurs due to hearing prep so best to let know early Monday
> Date: Sun, 28 Jun 2015 16:41:05 -0400
> To: (b)(6)
>
> Won't attend thurs, period
>
> Sent from my iPhone
>
> > On Jun 28, 2015, at 4:39 PM, Lewis, Ronald LTG SD (b)(6) wrote:
> >
> > Wednesday will likely get pulled down. (b)(5)
> >
> >
> >
> >
> > ---- Original Message ----
> >
> > From: Ashton Carter (b)(6)
> > Date: June 28, 2015, 4:34 PM EDT
> > To: Ron Lewis (b)(6), (b)(6) (b)(6)
> > Subject: Can you also give topics for wed and thurs? Note I cannot do thurs due to hearing prep so best to let (b)(6) know early Monday
> >
> >
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Maura and cook
Date: Thursday, September 24, 2015 10:47:32 AM

> From: (b)(6)
> Subject: Re: Maura and cook
> Date: Thu, 2 Jul 2015 18:40:40 -0400
> To: (b)(6)
> CC:
>
> Good. Tnx
>
> Sent from my iPhone
>
> > On Jul 2, 2015, at 6:08 PM, Rosenbach, Eric HON SD (b)(6) wrote:
> >
> > Sir -
> > When I saw Sally this week I told her that I'd link her up with Maura and Peter -- I'll make that happen and make sure they know she's a trusted and helpful friend.
> > Best, Eric
> >
> > -----Original Message-----
> > From: Ashton Carter (b)(6)
> > Sent: Thursday, July 02, 2015 5:59 PM
> > To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef Ron Lewis (b)(6)
> > Subject: Maura and cook
> >
> > Remind me to fill them in on sally d and to be receptive
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Sen. Lankfork of ok
Date: Thursday, September 24, 2015 10:46:47 AM

> From: (b)(6)
> Subject: Re: Sen. Lankfork of ok
> Date: Thu, 2 Jul 2015 19:42:59 -0400
> To: (b)(6)
> CC:
>
> I'll stop bugging you guys. If you must know, pbs documentary on oceans
>
> Sent from my iPhone
>
> > On Jul 2, 2015, at 7:41 PM, Rosenbach, Eric HON SD (b)(6) wrote:
> >
> > Sir: it's the start of a long weekend - shouldn't you be watching a pbs special on unique naval vessels or something?
> >
> > Roger that - (b)(5) - I'll speak w PA.
> >
> > Eric
> >
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Thursday, July 02, 2015 07:13 PM
> > To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef Ron Lewis (b)(6) (b)(6)
> > Subject: Sen. Lankfork of ok
> >
> > Guys -- not for now. I'm watching cnn and two things stand out. (b)(5)
(b)(5)
(b)(5) Ash
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
(b)(6) Subject: FW: [redacted] 10am SAT
Date: Thursday, September 24, 2015 10:43:51 AM

> From: (b)(6)
(b)(6) > Subject: Re: [redacted] 10am SAT
> Date: Mon, 15 Jun 2015 18:40:25 -0400
> To: (b)(6)
>
> Tnx pal
>
> Sent from my iPhone
>
> > On Jun 15, 2015, at 6:17 PM, (b)(6) CIV SD (b)(6) wrote:
> >
(b)(6) > > I have confirmed that [redacted] will come to the house at 10am on SAT, 20 June. I will add to the calendar tomorrow morning.
> >
> > (b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: <no subject>
Date: Thursday, September 24, 2015 10:43:32 AM

> From: (b)(6)
> Subject: Re: <no subject>
> Date: Tue, 16 Jun 2015 18:29:09 -0400
> To: (b)(6)
>
> Will do Z
>
> Sent from my iPhone
>
> > On Jun 16, 2015, at 8:55 AM, Zoe Baird (b)(6) wrote:
> >
> > Ash,
> >
> > I hear from (b)(6) that you are speaking at the Allen and Co. conference in Sun Valley. I hope there is talk of our book there. I was just at the Bilderberg conference and (b)(6) and I were telling people about it and at least six major figures mentioned it in their own remarks. It really became the talk of the conference. People picked up on our citation of an Oxford study (p. 126) that 47% of American jobs are potentially subject to disruption from technology and our prescriptions for growing more good jobs and preparing people for them. The innovations in education/skills development and export of services were of particular interest.
> >
> > I hope to catch up someday soon!
> >
> > All my best,
> > Zoë

From: Ashton Carter
To: SecDe (b)(6)
Subject: FW: Calendar review
Date: Thursday, September 24, 2015 10:42:35 AM

> From: (b)(6)
> Subject: Calendar review
> Date: Fri, 19 Jun 2015 06:38:03 -0400
> To: (b)(6)
>
(b)(6) > I will need to do w sat and discuss w staff sun. Tnx
>
> Sent from my iPhone

(b)(6)

From: Ashton Carter
To: SecDef
Subject: FW: Clothes on plane
Date: Thursday, September 24, 2015 10:41:50 AM

> From (b)(6)
> Subject: Re: Clothes on plane
> Date: Sat, 20 Jun 2015 11:22:56 -0400
> To: (b)(6)
>
> Now is fine on cell
>
> Sent from my iPhone
>
> > On Jun 20, 2015, at 10:35 AM, Lewis, Ronald MG SD (b)(6) wrote:
> >
> > SD,
> > Let me confirm both instances and get back to you early today. I also need to call you about a couple other things I don't want to put in email. Let me know a good time to talk.
> > Vr
> > Ron
> >
> >
> >
> >
> > ---- Original Message ----
> >
> > From: Ashton Carter (b)(6)
> > Date: June 20, 2015, 10:12 AM EDT
> > To: Lewis, Ronald MG SD (b)(6)
> > Subject: Clothes on plane
> >
> > Guys -- at some point can you advise whether I will need to wear a suit on board (tv at press conf? Arrival?)
> >
> > Sent from my iPad

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Sailing
Date: Thursday, September 24, 2015 10:40:59 AM

> From: (b)(6)
> Subject: Re: Sailing
> Date: Mon, 8 Jun 2015 18:30:57 -0400
> To: (b)(6)
>
> Know the feeling
>
> Sent from my iPhone
>
> > On Jun 8, 2015, at 5:42 PM, (b)(6) wrote:
> >
> > Ash,
> > Saw that. I'm planning to get back in time to go to Dover. I've done far too many trips there.
> > Frank
> >
> > Sent from my iPhone
> >
> >> On Jun 8, 2015, at 5:24 PM, Ashton Carter (b)(6) > wrote:
> >>
> >> On top of that, a DLA guy got killed in Afgh..... Look forward to seeing you
> >>
> >> Sent from my iPhone
> >>
> >>> On Jun 8, 2015, at 4:57 PM, (b)(6) wrote:
> >>>
> >>> Ash,
> >>> Just got to Newport. Hard race in which I blew out my mainsail (very slow as a result) but still fun and a needed break. (b)(6)
> >>> Frank
> >>>
> >>> Sent from my iPhone
> >>>
> >>>> On Jun 7, 2015, at 3:37 PM, Ashton Carter (b)(6) > wrote:
> >>>>
> >>>> Franco -- hope you're having a good time. (b)(6) Ash
> >>>>
> >>>> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Documents
Date: Thursday, September 24, 2015 10:40:47 AM

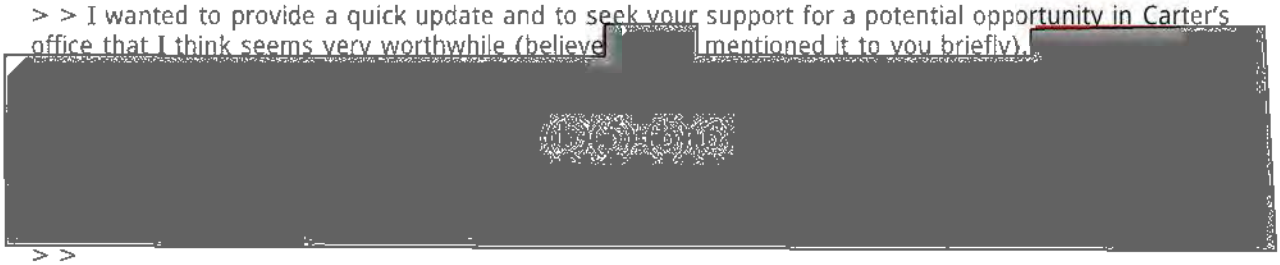
> From: (b)(6)
> Subject: Re: Documents
> Date: Mon, 8 Jun 2015 18:45:58 -0400
> To: (b)(6)
>
> Ok. When I walk
>
> Sent from my iPhone
>
> > On Jun 8, 2015, at 6:35 PM (b)(6) wrote:
> >
> > Sir,
> >
> > We just received Talking Points and a speech which I can bring down whenever you would like.
> >
> > V/R,
> >
> > (b)(6)
> > Personal Security Officer
> > Office of the Secretary of Defense
> > Pentagon, Washington D.C.
> > Cell: (b)(6)
> > Office: (b)(6)
> > Email: (b)(6)
> > SIPR: (b)(6)

(b)(6)

From: Ashton Carter
To: SecDef
Subject: FW: Great kid! Extremely bright, very talented and hard working. Worth bringing on board.
Date: Thursday, September 24, 2015 10:40:17 AM

> From:
> Subject: Re: Great kid! Extremely bright, very talented and hard working. Worth bringing on board.
> Date: Wed, 10 Jun 2015 07:19:40 -0400
> To:
>
> Ok
>
> Sent from my iPhone
>
> > On Jun 10, 2015, at 6:56 AM, Rosenbach, Eric HON SD wrote:
> >
> > Sir -
>
> > Best, Eric
> >
> > -----Original Message-----
> > From: Ashton Carter
> > Sent: Wednesday, June 10, 2015 6:52 AM
(b)(6) > > To: Rosenbach, Eric HON SD; SecDef
> > Subject: Fwd: Great kid! Extremely bright, very talented and hard working. Worth bringing on board.
> >
> >
> >
> > Sent from my iPad
> >
> > Begin forwarded message:
> >
> >
> >
> > From: Geoff Morrell
> > Date: June 8, 2015 at 7:33:21 PM EDT
> > To: Ashton Carter
> > Subject: Great kid! Extremely bright, very talented and hard working. Worth bringing on board.
> >
> >
> >
> > -----Original Message-----
> > From:
> > Sent: Monday, June 08, 2015 7:25 PM
> > To: Morrell, Geoff
> > Subject: Update / Carter
> >
> >
> >
> > Hey Geoff –
> >
> >

> >
> > Hope you're doing well.
> >
> >
> >
> > I wanted to provide a quick update and to seek your support for a potential opportunity in Carter's office that I think seems very worthwhile (believe mentioned it to you briefly).



> >
> >



> >
> >
> > I'm deeply appreciative of your support and continued counsel. Thank you so much for any efforts on my behalf, and I very much hope to see you soon.
> >
> >
> >
> > Best,
> >
> >
> >
> >
> >
> > An important P.S. – Thank you again for facilitating such a wonderful professional opportunity for She is beyond gratified, and excited to continue down this path with you and the team.
> >
> >
> > --
> >
> > Geoff Morrell
> >
> >
> >

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Great reviews
Date: Thursday, September 24, 2015 10:40:08 AM

> From: (b)(6)
> Subject: Re: Great reviews
> Date: Sat, 13 Jun 2015 16:08:45 -0400
> To: (b)(6)
>
> Thanks for the feedback brother, and good to hear from you. Ash
>
> Sent from my iPhone
>
> > On Jun 12, 2015, at 5:40 PM, (b)(6) wrote:
> >
> > Ash —
> >
> > I had lunch with (b)(6) today, and you're getting great reviews from the NY and other foreign policy community. Inside the building, I'm sure it's a steady stream of challenges (and endless PCs and NSCs). But my view from the outside — confirmed by the greybeards like (b)(6) — is that you're moving the dial, and brining a needed strategic perspective.
> >
> > Thank you again for your generous words at my goodbye. It meant so much.
> >
> > As I mentioned, I've been spending a lot of time in Silicon Valley, and have been hearing a lot about your tech and Silicon Valley initiative. If it's helpful, I may put a few thoughts on paper and send it to you and Eric — in case a perspective from on the ground, outside the building is helpful.
> >
> > (b)(6)
> >

(b)(6)

From: Ashton Carter
To: SecDef [redacted]
Subject: FW: Next meeting
Date: Thursday, September 24, 2015 10:40:07 AM

From: (b)(6)
Subject: Re: Next meeting
Date: Fri, 12 Jun 2015 19:04:58 -0400
To: (b)(6)

Tnx (b)(6)

Sent from my iPhone

On Jun 12, 2015, at 1:50 PM, (b)(6) wrote:

(b)(6)

Can you please send me any dates/information regarding your next meeting? I just want to make sure that we have it on our radar.

Many thanks!

(b)(6)
Confidential and Personal Asst. to the Secretary of Defense
(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Finding a time that works for you
Date: Thursday, September 24, 2015 10:39:18 AM

From: (b)(6)
Subject: Fwd: Finding a time that works for you
Date: Sun, 14 Jun 2015 11:52:14 -0400
To: (b)(6)

Maybe morn of July 1 for half hour, obv subj to change

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: June 12, 2015 at 1:05:17 PM EDT
> To: Ashton Carter (b)(6)
> Subject: Finding a time that works for you

(b)(6) (b)(6) has gone through the system with but next Wednesday, June 17 seems impossible. I'll be back in town the next week on Wednesday, June 24 at Kerry's Advisory Committee but could break out for a half-hour if that works for you. Or could meet first thing in the morning of June 25. Am also back in DC on Wednesday, July 1. So if any work for you, say when.

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Speak at ARPA-E
Date: Thursday, September 24, 2015 10:38:44 AM

From: (b)(6)
Subject: Re: Speak at ARPA-E
Date: Wed, 27 May 2015 23:59:15 -1000
To: (b)(6)

Anything for (b)(6) And I also like arpa-e. Will work sched. Ash

Sent from my iPhone

On May 27, 2015, at 6:49 AM, (b)(6) wrote:

> Ash,
>
> Ellen Williams, the excellent new head or ARPA-E has
> asked me to invite you to participate in ARPA-E Summit
> that takes place between Feb 22 and 24 in Northern VA.
> They flexible on scheduling.
>
> Two choices: You give a key note address or we do
> a fire side chat with my your interlocutor (but in that case it would
> need to be Wednesday Feb 23)
>
> I hope you will do this. ARPA-E is a good organization, quite inteesting,
> lots of talented and motivated young people attend.
>
> Let me know your preference and availability and I have will have someone
> contact your scheduler.
>
> (b)(6)
> **********
> Department of Chemistry
> (b)(6)
> MIT
> Cambridge MA 02139
>
> (b)(6)

From: Ashton Carter
To: SecDe(b)(6
Subject: FW: Invitation Reminder: RSVP Requested
Date: Thursday, September 24, 2015 10:38:37 AM

From (b)(6)
Subject: Fwd: Invitation Reminder: RSVP Requested
Date: Fri, 29 May 2015 05:19:09 +0800
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: "Sam Nunn" (b)(6)
> Date: May 28, 2015 at 10:50:50 PM GMT+8
> To: "Ashton Carter" (b)(6)
> Subject: Invitation Reminder: RSVP Requested

You may know Bill Perry as a...<https://s3.amazonaws.com/prod-images.genius.com/4586/76186/header-final.jpg>
Mathematician, engineer, businessman, civic leader, advisor to heads of state, former U.S. Secretary of Defense, recipient of the Presidential Medal of Freedom, and expert in U.S. foreign policy, arms control, and national security,

At the Nuclear Threat Initiative, we know him as a founding board member and friend.<https://s3.amazonaws.com/prod-images.genius.com/4586/76186/c1.gif>
You are cordially invited to join
(b)(6) and George Shultz
Elizabeth Holmes
and
Sam Nunn
for a special event in honor of Bill Perry,
one of our nation's most creative, dedicated, and outstanding public servants.

"Driving Innovation in a World of Increasing Risk"
A half-day seminar with distinguished panelists, with a reception to follow

Tuesday, June 16, 2015
2:00pm – 5:00pm

On the Theranos Campus
1701 Page Mill Road
Palo Alto, California 94304

Please click to here to RSVP <http://www.tfaforms.rsvp1.com/s13f1fka1EdF>

Building a Safer World<https://s3.amazonaws.com/prod-images.genius.com/4586/76186/footer%281%29.png>

This e-mail was sent to (b)(6) by (b)(6)
Nuclear Threat Initiative, 1747 Pennsylvania Avenue NW, 7th Floor, Washington, DC 20006
To manage your NTI subscriptions, please click here <http://www.genius-cs.rsvp1.com/s1ffdeka1EdG> .
If you no longer wish to receive e-mail messages from (b)(6) please click here <https://salesgenius.rsvp1.com/s1fb9eka1EdH> .

<http://www.salesgenius.rsvp1.com/s13b5fka1EdI.gif>

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(6)
Date: Thursday, September 24, 2015 10:38:07 AM

> From: (b)(6)
> Subject: (b)(6)
> Date: Sat, 30 May 2015 15:01:48 +0800
> To: (b)(6)
>
> Plz ask him to meet me in a while when I go downstairs
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: As expected, your words resonated:
Date: Thursday, September 24, 2015 10:37:32 AM

From: (b)(6)
Subject: Fwd: As expected, your words resonated:
Date: Tue, 2 Jun 2015 12:12:14 +0700
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: Sally Donnelly (b)(6)
> Date: June 1, 2015 at 8:41:59 PM GMT+7
> To: Ashton Carter (b)(6)
> Subject: As expected, your words resonated:

Ash, Know you are in Asia, but I am tracking the reverb from your Iraq comments--they have struck a chord. Below are two relevant examples.

Break Break: I am spending a lot of time with (b)(6) and (b)(6) think you will find them providing great energy and strategic thought, Senate willing. Same with (b)(6) and I are coordinating across all. Sally

NYT Ed Board:

"Defense Secretary Ashton Carter's recent assessment <http://www.nytimes.com/2015/05/25/world/middleeast/us-defense-secretary-blames-iraqis-islamic-state-victory-ramadi.html> of Iraqi security forces was impolitic and true, and rarely voiced by senior officials. "

From Politico essay by Mitch Prothero: "Secretary of Defense Ash Carter infuriated his Iraqi allies last Sunday when he blamed the loss of Ramadi on the Iraqi Army's unwillingness to fight, a bold and accurate statement by a U.S. official, perhaps the most candid and realistic I've heard from a U.S. official in the 12 years I've been covering Iraq."

--

Sally Donnelly
CEO
SBD Advisors
1747 Pennsylvania Ave NW
Washington, DC 20008
(b)(6)

(b)(6)

From: Ashton Carter
To: SecDef [redacted]
Subject: FW: HELP - Ash,we have some great CEOs coming June 3rd to see you, can you dispatch one of these vital experts to fill in for the topics - Cybersecurity/China/South China Sea -? THANKS!!!!!!!!!!!!
Date: Thursday, September 24, 2015 10:35:22 AM

From (b)(6)
Subject: Fwd: HELP - Ash,we have some great CEOs coming June 3rd to see you, can you dispatch one of these vital experts to fill in for the topics - Cybersecurity/China/South China Sea -? THANKS!!!!!!!!!!!!
Date: Fri, 22 May 2015 20:57:30 -0400
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: May 22, 2015 at 6:20:59 AM EDT
To: Ashton Carter (b)(6)
Subject: HELP - Ash,we have some great CEOs coming June 3rd to see you, can you dispatch one of these vital experts to fill in for the topics - Cybersecurity/China/South China Sea -? THANKS!!!!!!!!!!!!

HELP –

Ash,we have some great CEOs coming June 3rd to see you, can you dispatch one of these vital experts to fill in for the topics - Cybersecurity/China/South China Sea -?

THANKS!!!!!!!!!!!!

Office of the Secretary of Defense

OSUnder Secretary of Defense for Acquisition, Technology and Logistics (AT&L)

<http://www.acq.osd.mil/>

- Under Secretary of Defense for Intelligence <http://www.defense.gov/bios/biographydetail.aspx?biographyid=178>
- Assistant Secretary of Defense for Asian & Pacific Security Affairs (APSA) <http://policy.defense.gov/OUSDPOffices/ASDforAsianandPacificSecurityAffairs.aspx>
- Assistant Secretary of Defense for Global Strategic Affairs (GSA) <http://policy.defense.gov/gsa/>
- Assistant Secretary of Defense for International Security Affairs (ISA) <http://policy.defense.gov/OUSDPOffices/ASDforInternationalSecurityAffairs.aspx>
- Assistant Secretary of Defense for Nuclear & Chemical & Biological Defense Programs (NCB) <http://www.acq.osd.mil/ncbdp/>
- Assistant to the Secretary of Defense for Intelligence Oversight (IO) <http://www.defense.gov/atsdio/>
- Deputy Under Secretary of Defense for Advanced Systems and Concepts <http://www.acq.osd.mil/>
- Deputy Under Secretary of Defense for Industrial Policy <http://www.acq.osd.mil/ia/>
-

(b)(6)

Yale School of Management

P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511

(b)(6)

http://mba.yale.edu <http://mba.yale.edu/>

(b)(6)

From: Ashton Carter
To: SecDef
Subject: FW: Tmrw speech
Date: Thursday, September 24, 2015 10:34:47 AM

> From: (b)(6)
> Subject: Re: Tmrw speech
> Date: Sun, 24 May 2015 17:14:51 -0400
> To: (b)(6)
>
> Might have left in truck or slid from seat yesterday. I'll need it tonite from speechwriter who was updating today. Break. (b)(6) and I will go to dinner at (b)(6) at 615. Depart 605
>
> Sent from my iPhone
>
> > On May 24, 2015, at 4:32 PM, (b)(6) wrote:
> >
> > I have not received anything as of yet but I will check on it.
> >
> > V/R
> > (b)(6)
> >
> > Personal Security Officer
> > Office of the Secretary of Defense
> > Pentagon, Washington D.C.
> > Cell:
> > Office: (b)(6)
> > Email:
> > SIPR:
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Sunday, May 24, 2015 04:25 PM
> > To: SD - SecDef PSO
> > Subject: Tmrw speech
> > (b)(6)
> > -- did they send you an updated version of my Arlington speech?
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Document
Date: Thursday, September 24, 2015 10:29:20 AM

> From: (b)(6)
> Subject: Re: Document
> Date: Fri, 15 May 2015 20:59:12 -0400
> To: (b)(6)
>
> Spoke to General Lewis- all is well- call the avaya unclass if anything changes.
>
> Sent from my iPhone
>
> > On May 15, 2015, at 8:56 PM, (b)(6) wrote:
> >
> > Sir,
> >
> > I have not received any documents and was just informed by (b)(6) they will most likely be sent tomorrow morning.
> >
> > Thank you
> >
> > V/R,
> > (b)(6)
> > (b)(6)
> > Personal Security Officer
> > Office of the Secretary of Defense
> > Pentagon, Washington D.C.
> (b)(6)
>
>
>

From:	Ashton Carter
To:	SecDef (b)(6
Subject:	FW: Ask gen Lewis to callmy cell
Date:	Thursday, September 24, 2015 10:28:43 AM

> From: (b)(6)
> Subject: Ask gen Lewis to callmy cell
> Date: Sat, 16 May 2015 16:05:36 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Documents
Date: Thursday, September 24, 2015 10:28:41 AM

> From: [redacted]
> Subject: Re: Documents
> Date: Sun, 17 May 2015 14:04:57 -0400
> To: [redacted]
>
> Yes
>
> Sent from my iPhone
>
> > On May 17, 2015, at 1:49 PM, [redacted] wrote:
> >
> > Sir,
> >
> > I have the talking points and read ahead for the 3:00 phone call ready for delivery. Would you like for me to bring them down now?
> >
> > Thank you
> >
> > V/R,
> [redacted]
> > Personal Security Officer
> > Office of the Secretary of Defense
> > Pentagon, Washington D.C.
> [redacted]

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Sorry!
Date: Thursday, September 24, 2015 10:27:25 AM

From: (b)(6)
Subject: Re: Sorry!
Date: Tue, 19 May 2015 07:28:42 -0400
To: (b)(6)

Thanks (b)(6) Sorry to miss you

Sent from my iPhone

On May 18, 2015, at 11:23 AM, (b)(6) wrote:

Dear Ash,

I hope all is well, though I suspect you are completely consumed right now. So sorry to have missed the India dinner you hosted, which your staff had kindly invited me to. Was travelling—just returned from two almost back-to-back visits to India; saw the PM on both occasions, at some length the first time. (b)(5) Anyway, if I can be of any help as you prepare for your trip, do let me know—and, in any case, safe and successful travels to India and beyond.

Warmest, (b)(6)

(b)(6)

Carnegie Endowment for International Peace

(b)(6)

The Global Think Tank | CarnegieEndowment.org <http://CarnegieEndowment.org>

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: How's it going?
Date: Thursday, September 24, 2015 10:26:22 AM

> From: [redacted]
> Subject: Re: How's it going?
> Date: Wed, 20 May 2015 12:28:26 -0400
> To: [redacted]
>
> Just waiting
>
> Sent from my iPhone
>
> > On May 20, 2015, at 12:26 PM, [redacted] wrote:
> >
> > Hope not too bad.

From:	Ashton Carter
To:	SecDef (b)(6)
Subject:	FW: Sec. Carter & Gen. Dempsey at SAC-D: [President will veto Defense plus-up. Seeking 2016-2017 "Ryan-Murray 2.0". Supportive of USAF RD-180 extension & Navy shipbuilding. UCLASS. Triad. LRSO. Adaptive Engine. Army largely absent]
Date:	Thursday, September 24, 2015 10:25:04 AM
Attachments:	image002.png

From: (b)(6)
Subject: Fwd: Sec. Carter & Gen. Dempsey at SAC-D: [President will veto Defense plus-up. Seeking 2016-2017 "Ryan-Murray 2.0". Supportive of USAF RD-180 extension & Navy shipbuilding. UCLASS. Triad. LRSO. Adaptive Engine. Army largely absent]
Date: Mon, 11 May 2015 10:10:44 -0400
To: (b)(6)

For hedger SA

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: May 11, 2015 at 8:07:13 AM EDT
To: (b)(6)
Subject: Sec. Carter & Gen. Dempsey at SAC-D: [President will veto Defense plus-up. Seeking 2016-2017 "Ryan-Murray 2.0". Supportive of USAF RD-180 extension & Navy shipbuilding. UCLASS. Triad. LRSO. Adaptive Engine. Army largely absent]

Sir: [I am forwarding informational copy out of courtesy & respect. I tried to capture your messages in a strong and impartial manner. (b)(6)

I have captured key concerns of Sec. Carter & Gen. Dempsey from both SAC-D Wednesday, and Pentagon press conference on Thursday. SASC Subcommittee mark-ups start today, with full SASC Committee mark-up on Wednesday. HASC 2016 NDAA should go to House floor for debate & amendments this week (331 amendments filed). (b)(6)

SAC-D "2016 Defense Posture" Hearing (Carter/Dempsey; Wed., May 6, 2015):

I. Secretary Carter:

Congressional +$38B-$45B OCO Plus-up: President will likely veto: "Congress [has] tried to provide DoD with its full [2016] budget request...by transferring funds from the base budget into our [OCO] accounts...[This] is...a road to nowhere...President Obama...won't accept a budget that locks in sequestration...[T]his [legislation] will therefore be subject to veto."

Need for 2016-2017 "Ryan-Murray 2.0": "I [am] concerned that if our congressional committees... don't explore alternatives, we [DoD] will be left holding the bag...[T]he OCO funding approach...won't succeed...[W]e need a better solution...I hope we can come together for a...multiyear agreement... locking in...budget levels consistent with the [2016 DoD] request."

DIUX bridge to Silicon Valley: "[O]ur...Defense Innovation Unit Experimental...brings together...the [cyber] cutting-edge...represented by the Silicon Valley tech industry...It's not a costly experiment, but it's critical...to have an open avenue between us and Silicon Valley...We need to be an innovative Department..." [announced at April 23rd Stanford speech]

Formally endorsing USAF request for SASC to extend current RD-180 prohibition from 2019, until ≈2022-2023: "We want to get off of that [Russian RD-180] dependency...but it takes some time...In the meantime, we don't want to have a gap. Therefore, our approach is to not order more [RD-180s], but not to cancel the orders we have placed for the engines while we're...prepar[ing] competitive entrants..."

Protective of Navy Shipbuilding industrial base: "We have...a vibrant and competitive [Navy Shipbuilding] marketplace. But...ships...are not one-year projects. So if you have a one-year budget horizon, how are you supposed to build...a Navy the size you need?...Our industry partners and shipyards need that kind of horizon..."

Cyber is focus area, but no visible explosion of future cyber funding beyond current 2016-2020 plan: "Cyber...pervades everything we do. None of our equipment or our plans operates...without the web...[D]efending it so that others can't disrupt or exploit it [and] using cyber offensively as necessary... are...important parts of the future of the military..."

Supportive of X-47 retirement. No visible sign yet of likely 2017-2021 UCLASS outcome (ISR vs. Strike): "UCAS-D...has reached the end of what it was anticipated to do...[W]e are going to...do some more research and testing, not necessarily in the same airframe...[W]e are trying to determine what the requirements will be for the UCLASS program...We [OSD]...and the Navy [have] not yet finished that process."

Must fully-fund Nuclear Triad, but not yet clear whether OSD will endorse 2017-2021 "Strategic Deterrence" Fund (e.g., Navy "NSBDF") for 2021 SSBN(X)/LRS-B production: "I certainly support the nuclear modernization...and sustainment programs that we're doing...[on] the three legs of our triad... It's important that we have the...dollars to do that."

Supportive of $1.88 2016-2020 USAF LRSO: "The reason for the [USAF LRSO program] is to

replace the cruise missiles that exist now...[A]ir defenses are improving around the world, and...it's important to...have a penetrating air-breathing cruise missile for nuclear deterrence..."

Supportive of $1.3B 2016-2020 USAF Adaptive Engine: "The ADVENT program...deserves funding... [W]e pursued the ADVENT program...[as] a follow-on and competitor to the F135 engine...[I]t's important for us to stay competitive in the jet engine area..."

II. General Dempsey:

Dunford/Selva nominations to JCS: "I fully support the...nominations of General Joe Dunford as the 19th Chairman and General Paul Selva as the Vice Chairman. They will serve with distinction. You can count on them."

Army force structure cannot drop below 450K Active Force [Army largely conspicuous by absence, with only modest discussion of Army Force Structure, and National Guard]: "Gen. Odierno...would tell you that [450K active Army]...would be at greater risk than a 490K Army...[But] the Chief...says he can manage the national security strategy at 450K. Anything below that, he says he cannot..."

Opposes unilateral Nuclear Triad reductions: "[T]he [nuclear] triad...must be sustained and...we shouldn't negotiate any further reductions until we are joined by those other nuclear-capable nations... Our deterrence has worked for the past 70 years and I would never recommend changing it unilaterally."

From: Ashton Carter
To: SecDef (b)(
Subject: FW: fyi
Date: Thursday, September 24, 2015 10:22:50 AM

From: (b)(6)
Subject: Fwd: fyi
Date: Thu, 14 May 2015 17:24:19 -0400
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: Geoff Morrell (b)(6)
Date: May 14, 2015 at 10:54:33 AM EDT
To: Ashton Carter (b)(6)
Subject: fyi

From: (b)(6) >
Date: May 14, 2015 at 9:49:20 AM CDT
To: (b)(6)
Subject: Shane Smith Interviews Secretary of Defense Ashton Carter-The Latest from VICE News

VICE News today releases Part One of VICE Founder Shane Smith's four-part interview with Secretary of Defense Ashton Carter <https://news.vice.com/video/cyberspies-nukes-and-the-new-cold-war-shane-smith-interviews-ashton-carter-part-1> . In Part One, Smith asks the Secretary of Defense about Russian threats to U.S. cyber-security.

On prioritizing cyber-security, Carter tells Smith: "From traditional state to state conflict down to the shadow wars that we have in today's world, cyber pervades all of that."

Watch Part One of the interview on VICE News here: https://news.vice.com/video/cyberspies-nukes-and-the-new-cold-war-shane-smith-interviews-ashton-carter-part-1

Please let me know if you have any questions or would like additional information.

VICE

90 North 11th St

Brooklyn, NY 11211

[redacted]

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Thank you.

--

Geoff Morrell

[redacted]

(b)(6)

From: Ashton Carter
To: SecDef
Subject: (b)(5)
Date: Thursday, September 24, 2015 10:22:21 AM

> From: [redacted]
> Subject: [redacted]
> Date: Sat, 9 May 2015 11:27:12 -0400
> To: [redacted]
>
[redacted]
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(5)
Date: Thursday, September 24, 2015 10:20:11 AM

> From: (b)(6)
> Subject: Re: (b)(5)
> Date: Sun, 10 May 2015 08:11:47 -0400
> To: (b)(6)

(b)(5)

>
> Sent from my iPad
>
> > On May 10, 2015, at 12:48 AM, (b)(6) wrote:
> >

(b)(5)

> >
> > Sent from my iPhone
> >
> >> On May 9, 2015, at 6:00 PM, Ashton Carter (b)(6) wrote:
> >>
> >> Both
> >>
> >> Sent from my iPhone
> >>
> >>> On May 9, 2015, at 5:08 PM, (b)(6) wrote:
> >>>
> >>> Thanks (b)(5)
> >>>
> >>> Sent from my iPhone
> >>>
> >>>> On May 9, 2015, at 11:29 AM, Ashton Carter (b)(6) wrote:
> >>>>

(b)(5)

> >>>>
> >>>> Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: For monday
Date: Thursday, September 24, 2015 10:20:56 AM

> From: (b)(6)
> Subject: Re: For monday
> Date: Sat, 9 May 2015 16:14:21 -0400
> To: (b)(6)
> CC:
>
> Ok. Take off my calendar
>
> Sent from my iPhone
>
> > On May 9, 2015, at 4:10 PM, (b)(6) wrote:
> >
> > Perfect sir. We already had their office hold that evening in anticipation of it being deferred.
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Saturday, May 09, 2015 03:30 PM
> > To: (b)(6)
> > Cc: SecDef25; Ron Lewis (b)(6)
> > Subject: For monday
> >
(b)(6) -- calendar shows June 11 attaches reception. I believe this is one I used to do as dsd. Defer to bob w, if that is the event I'm thinking of. Ash
> >
> > Sent from my iPhone

From: (b)(6)
To:
Subject: Re: Fwd: June in NYC
Date: Saturday, May 09, 2015 4:07:31 PM

Thanks

From: Ashton Carter (b)(6)
Sent: Saturday, May 09, 2015 03:47 PM
To: (b)(6)
Subject: Fwd: June in NYC

Sent from my iPhone

Begin forwarded message:

> From: Ashton Carter (b)(6)
> Date: May 9, 2015 at 3:46:39 PM EDT
> To: (b)(6)
> Subject: June in NYC

(b)(6) -- I'm sure you realize I don't control my calendar anymore. I now have to be in Asia June 2-3. Sorry to miss the gang. Will keep coming to all the summits and caucuses I can!

> Sent from my iPhone

From: Lewis, Ronald MG SD
To:
Cc: (b)(6) Rosenbach, Eric HON SD; SecDef [redacted] Fanning, Eric HON SD (b)(6)
Subject: RE: calendar mtg
Date: Sunday, May 10, 2015 5:26:28 PM

Roger

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter <(b)(6)
Date: May 10, 2015, 5:22 PM EDT
To: Fanning, Eric HON SD <(b)(6)>, Lewis, Ronald MG SD <(b)(6)
(b)(6) Rosenbach, Eric HON SD <(b)(6)
CC: SecDef (b)(6)
Subject: calendar mtg

I have been through it all. I will arr 8 am. Xerox my notes, and we will meet 830-915 to go through through everything...next few months. Include anyone else you think. Ash

Sent from my iPad

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Tmrw morn
Date: Thursday, September 24, 2015 10:18:51 AM

> From: (b)(6)
> Subject: Re: Tmrw morn
> Date: Wed, 6 May 2015 20:36:49 -0400
> To: (b)(6)
>
> Yup, Tnx
>
> Sent from my iPad
>
> > On May 6, 2015, at 8:30 PM, Fanning, Eric HON SD (b)(6) wrote:
> >
> > Roger that. (b)(6)
> >
> >
> >
> >
> > ---- Original Message ----
> >
> > From: Ashton Carter (b)(6)
> > Date: May 6, 2015, 6:43 PM EDT
> > To: Fanning, Eric HON SD (b)(6)
> > Subject: Tmrw morn
> >
> > Hi e -- (b)(6)
> > Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(
Subject: FW: Jack Reed called me last night
Date: Thursday, September 24, 2015 10:17:14 AM

> From: (b)(6)
> Subject: Re: Jack Reed called me last night
> Date: Sat, 9 May 2015 09:00:31 -0400
> To: (b)(6)
>
(b)(6) Ash

> Sent from my iPad
>
> > On May 9, 2015, at 6:14 AM (b)(6) wrote:
> >
> > Ash,
(b)(5)
> > Frank
> >
> > Sent from my iPhone

(b)(6)

From: Ashton Carter
To: SecDef [redacted]
Subject: FW: Thanks
Date: Thursday, September 24, 2015 10:17:05 AM

> From: [redacted]
> Subject: Re: Thanks
> Date: Sat, 9 May 2015 09:37:13 -0400
> To: [redacted]
>
> Keep up the good work. Ash
>
> Sent from my iPad
>
> > On May 9, 2015, at 9:13 AM, [redacted] wrote:
> >
> >
> > Sir: thanks for your help yesterday. I know your position doesn't afford time for such matters, so I'm grateful for the exception. [redacted]
> >
> > p.s. [redacted]

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Memo
Date: Thursday, September 24, 2015 10:14:10 AM

> From:(b)(6)
> Subject: Re: Memo
> Date: Sun, 3 May 2015 21:47:47 -0400
> To:(b)(6)

(b)(5)

> Sent from my iPhone
>
> > On May 3, 2015, at 8:45 PM, Rosenbach, Eric HON SD(b)(6) > wrote:
> >
> > Sir - glad the memo was helpful - it sure is a tough decision about what to do, so I'm of course happy to help however possible!
> > Best, eric
> >
> >
> > ----- Original Message
> > From: Ashton Carter(b)(6)
> > Sent: Sunday, May 03, 2015 06:10 PM
> > To: Rosenbach, Eric HON SD
> > Subject: Memo
> >
> > Read it. Great work. Will discuss privately w you tmrw. You are great. Ash
> >
> > Sent from my iPhone

(b)(6)

From: Ashton Carter
To: SecDef [redacted]
Subject: FW: Hi there
Date: Thursday, September 24, 2015 10:12:33 AM

From: (b)(6)
Subject: Fwd: Hi there
Date: Wed, 6 May 2015 06:06:42 -0400
To: (b)(6)

(b)(6)

Note [redacted] too

Sent from my iPad

Begin forwarded message:

> From: George Tenet (b)(6)
> Date: May 5, 2015 at 10:07:01 PM EDT
> To: Ashton Carter (b)(6)
> Subject: Re: Hi there
>
> Thanks Ash-- let me know when you can- really appreciate it -- you (b)(6) would really have fun -- not that you are allowed to do that any more.
>
> Be well
>
> G
>
> Sent from my iPhone
>
> On May 5, 2015, at 10:05 PM, Ashton Carter (b)(6) >> wrote:
>
> Hi brother - will look with an eye to joining. Best, Ash
>
> Sent from my iPad
>
> On May 4, 2015, at 9:29 AM, George Tenet (b)(6) >> wrote:
>
> Mr. Secretary
>
> Congratulations on your elevation. Every now and then the good guys win—hoping you have a great time—I know the country is in good hands.
>
> The reason I am writing is an ask.

Every year we have what is arguably the best tech, media, conference in the country in Sun Valley Idaho. This year the dates are from July 6-12. CEO's of Google, Facebook, Microsoft, Work Day, Pure Storage, and literally everyone in the valley in attendance—in addition to all the CEO's of media companies, entrepreneurs—think Brian Cheskey at Air Bn B etc—and a prominent group of investors. Happy to send you a list of attendees if that helps you.

I know that it is impossible for you to come for an entire conference—but in light of all the things you have done in Silicon valley of late, cyber and the world—we would love to have you, whenever convenient—be interviewed on stage. Our conferences are absolutely off the record-- Your wife is absolutely invited—you could come out Thursday or Friday—speak on Saturday--- whatever works best for you. I spoke there when in my last two years during my tenure--- very smart, serious and gracious audience. It is a lot of fun, and very casual, with great activities after our sessions end each day at around noon.

I will also go through the official channels of your office—and happy to discuss if that helps.

I appreciate your consideration.

Be well

George

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From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Departing at 3:30
Date: Thursday, September 24, 2015 10:13:51 AM

From (b)(6)
Subject: Re: Departing at 3:30
Date: Mon, 4 May 2015 16:42:19 -0400
To (b)(6)
CC

That's just fine (b)(6)

Sent from my iPhone

On May 4, 2015, at 3:31 PM, (b)(6) wrote:

I am going to be leaving today at 3:30 (b)(6)

I'm going to try to do this will a little bit more frequency (b)(6)

The RSVP Binder will be ready for you tomorrow... Mr. Fanning was not able to look at it again today.

If you need me I will be up on BB and will be responsive at all times!

(b)(6)
Confidential and Personal Asst. to the Secretary of Defense
(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: DRAFT Dunford & Selva nominations
Date: Thursday, September 24, 2015 10:13:10 AM

From: (b)(6)
Subject: Re: DRAFT Dunford & Selva nominations
Date: Mon, 4 May 2015 21:16:57 -0400
To: (b)(6)

(b)(5)

Sent from my iPhone

On May 4, 2015, at 7:26 PM, (b)(6) wrote:

(b)(5)

From: (b)(6)
Sent: Monday, May 04, 2015 7:21 PM
To: (b)(5)
(b)(5)
Subject: DRAFT Dunford & Selva nominations

(b)(5)

5/4/15 7pm

(b)(6)



From: Ashton Carter
To: SecDe(b)(6)
Subject: FW:
Date: Thursday, September 24, 2015 10:12:56 AM

> From(b)(6)
> Subject: Re:
> To:(b)(6)
> Date: Tue, 5 May 2015 20:19:13 -0400
>
> Tnx brother
>
> Sent from my iPad
>
> > On May 4, 2015, at 7:45 AM, Rahm Emanuel(b)(6) wrote:
> >
> > Ash- hope all is well. I understand You met with [redacted] who worked for me. Wanted to put in a good word. [redacted] came to my office at the start of my first term and was able to dive headfirst into helping me explain some very complex issues from pensions to education reform. [redacted] a quick study, team player, and has a knack for translating global trends to local audiences, even here in chicago. I highly recommend [redacted] and [redacted] will be a great asset to you as [redacted] was for me.
> >
> > Rahm

(b)(6)

(b)(6)

(b)(6)

(b)(6)

(b)(6)

(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(5)
Date: Thursday, September 24, 2015 10:11:20 AM

> From: (b)(6)
> Subject: Re: (b)(5)
> Date: Wed, 6 May 2015 19:41:38 -0400
> To: (b)(6)
>
> Tnx Ron
>
> Sent from my iPhone
>
> > On May 6, 2015, at 6:57 PM, Lewis, Ronald MG SD (b)(6) > wrote:
> >
> > Yes sir. We passed it on and will follow up.
> > Vr
> > Ron
> >
> > -----Original Message
> > From: Ashton Carter (b)(6)
> > Sent: Wednesday, May 06, 2015 6:25 PM
> > To: Lewis, Ronald MG SD
> > Subject: (b)(5)
> >
> > Forget, did I ask you to get policy to contact (b)(6) about this?
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Memorial for John Steinbruner
Date: Thursday, September 24, 2015 10:10:49 AM

From: (b)(6)
Subject: Fwd: Memorial for John Steinbruner
Date: Wed, 29 Apr 2015 13:21:02 -0400
To: (b)(6)

For calendar discussion

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: April 29, 2015 at 1:04:10 PM EDT
To: Ash Carter (b)(6)
Subject: Memorial for John Steinbruner

Dear Ash,

I know that you knew John well and co-authored books and papers with him. (b)(6) mentioned that you asked to visit John just before he died but he was too weak for visitors. We are planning a memorial event for John at the University of Maryland at 4 pm on May 19 and we would be honored if you could attend. If you can attend, we would be grateful if you could give brief remarks. I do, of course, understand that your schedule is very full, but please let me know, either way.

Best -

(b)(6)

University of Maryland
College Park, MD 20742-5031
(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW:
Date: Thursday, September 24, 2015 10:10:20 AM

From: (b)(6)
Subject: Re:
Date: Wed, 29 Apr 2015 21:44:05 -0400
To: (b)(6)

All good

Sent from my iPhone

On Apr 29, 2015, at 9:38 PM, Ron (b)(6) wrote:

SD
(b)(6) called to talk to you but now looks like the conversation can wait until tomorrow.
How did dinner (b)(5)
Vr
Ron

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

From: Ashton Carter
To: (b)(6)
Subject: FW: Heard tonight (b)(6) is the favorite...
Date: Thursday, September 24, 2015 9:02:24 AM

> From: (b)(6)
> Subject: Re: Heard tonight (b)(6) is the favorite...
> Date: Sat, 14 Mar 2015 10:02:57 -0400
> To: (b)(6)
>
(b)(5)
Ash
>
> Sent from my iPhone
>
> > On Mar 14, 2015, at 9:30 AM, Fanning, Eric HON SD (b)(6) wrote:
> >
(b)(5)
> >
> >
> >
> > ---- Original Message ----
> >
> > From: Ashton Carter (b)(6)
> > Date: March 14, 2015, 7:32 AM EDT
> > To: Fanning, Eric HON SD (b)(6)
> > Subject: Fwd: Heard tonight (b)(6) is the favorite...
> >
(b)(5)
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> > From: "Morrell, Geoff" (b)(6)
> > Date: March 13, 2015 at 11:37:42 PM EDT
> > To: Ash Carter (b)(6)
> > Subject: Heard tonight (b)(6) is the favorite...
> >
> >
(b)(5)
Best, Geoff
> >
> >
> > Geoff Morrell
> >

From: Fanning, Eric HON SD
To: (b)(6)
Cc: Lewis, Ronald MG SD
Subject: RE: 16 Dec
Date: Saturday, March 14, 2015 4:47:44 PM

Roger on both.

---- Original Message ----

From: Ashton Carter <[redacted]
Date: March 14, 2015, 4:39 PM EDT
To: Fanning, Eric HON SD <[redacted], Lewis, Ronald MG SD [redacted]
Subject: Fwd: 16 Dec

Let's get will in for a half hour of catchup. Invite Kaminski. Also Eric j need to find an enabling mechanism for Kaminski. Ash

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: March 12, 2015 at 8:43:52 PM EDT
To: Ashton Carter <[redacted]
Subject: Re: 16 Dec

[redacted]

On Friday, February 20, 2015, Ashton Carter [redacted] wrote:
> Ditto (b)(6) So pleased you are doing what you're doing. Ash
>
> Sent from my iPhone
> On Feb 20, 2015, at 12:05 AM, [redacted] wrote:
>
>
> Great seeing you today, Sir--like old (and good) times.

[redacted]

Looking forward to helping you in your new (and well-deserved!) position. Cheers,
> On Tue, Feb 3, 2015 at 7:21 AM, Ashton Carter <[redacted] wrote:
>>

Non - Responsive

>> On Feb 2, 2015,

Non - Responsive

Non - Responsive

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Telcon
Date: Thursday, September 24, 2015 9:01:42 AM

> From: (b)(6)
> Subject: Re: Telcon
> Date: Sat, 14 Mar 2015 18:09:26 -0400
> To: (b)(6)
>
> Tnx e. We can talk but not a big deal. Ash
>
> Sent from my iPhone
>
> > On Mar 14, 2015, at 5:21 PM, Fanning, Eric HON SD (b)(6) wrote:
> >
(b)(6)
> >
> >
> >
> > ---- Original Message ----
> >
> > From: Ashton Carter (b)(6)
> > Date: March 14, 2015, 5:09 PM EDT
> > To: Fanning, Eric HON SD (b)(6)
> > Subject: Fwd: Telcon
> >
> >
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> > From: (b)(6)
> > Date: February 16, 2015 at 5:48:54 PM EST
> > To: (b)(6)
> > Subject: Re: Telcon
> >
> > Ash:
> >
> > The Policy Board has operated differently than DSB, meeting with SECDEF on issues of interest at least once per quarter. The usual format is a day receiving briefings on an identified issue, then caucus among members to develop areas of consensus in addressing the issue and identify areas where there is not consensus and why. The second day involves an out-brief to SECDEF and further discussion of the issues.
(b)(5)
> >

[redacted]

> > Paul
> >
> > Paul G. Kaminski
[redacted]
> >
> > In a message dated 2/16/2015 5:04:35 P.M. Eastern Standard Time,
[redacted] writes:
> > Thanks Paul. Interesting idea re andys shop. [redacted](b)(5)
> >
> > Sent from my iPhone
> >
> > On Feb 16, 2015, at 10:07 AM, [redacted] wrote:
> >
> > Hi Ash:
> >
> > 2 Personnel items and 1 health item.
[redacted]
> >
> > Warm regards,
> >
> > Paul
> >
> >
> >
> > Paul G. Kaminski
[redacted]
> >
> > In a message dated 2/8/2015 2:33:28 P.M. Eastern Standard Time,
[redacted] writes:
[redacted]
> >
> > Sent from my iPhone
> >
> > On Feb 8, 2015, at 2:11 PM, [redacted] wrote:

> >
> > Ash:



> >
> > Paul
> >
> > Paul G. Kaminski



> >
> >

(b)(6)

From: Ashton Carter
To: SecDef [redacted]
Subject: FW:
Date: Thursday, September 24, 2015 9:01:52 AM

From: (b)(6)
Subject: Re:
Date: Sat, 14 Mar 2015 16:57:41 -0400
To: (b)(6)

(b)(6)

Yes. Was [redacted] number you?

Sent from my iPhone

On Mar 14, 2015, at 4:56 PM, [redacted] (b)(6) wrote:

> Let me know if you have time for a quick phone call.
> Vr
> (b)(6)
>
> Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(6)
Date: Thursday, September 24, 2015 9:01:32 AM

> From: (b)(6)
> Subject: (b)(6)
> Date: Sun, 15 Mar 2015 11:47:33 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(6) wed
Date: Thursday, September 24, 2015 9:01:23 AM

> From: (b)(6)
> Subject: (b)(6) wed
> Date: Sun, 15 Mar 2015 12:14:03 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Ghani prep
Date: Thursday, September 24, 2015 9:01:09 AM

> From: (b)(6)
> Subject: Ghani prep
> Date: Sun, 15 Mar 2015 12:42:43 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Thanks
Date: Thursday, September 24, 2015 9:00:49 AM

From: (b)(6)
Subject: Fwd: Thanks
Date: Mon, 16 Mar 2015 07:02:51 -0400
To: (b)(6)

Let's discuss

Sent from my iPad

Begin forwarded message:

From: (b)(6)
Date: March 15, 2015 at 5:34:02 PM EDT
To: Ash Carter (b)(6)
Subject: Re: Thanks

Ash --

Many thanks for your note. It was a pleasure to work on the memo -- and (b)(6) (b)(6)

As I mentioned to Eric, I'm out of the office this week for a previously scheduled family commitment. However, I'm available to discuss by phone before then anytime, if better for you.

Would you have a few minutes to talk?

(b)(5),(b)(6) I have been reflecting on our conversation from last month, (b)(5) I have had some time to recharge my batteries after the past six years of an all out sprint.

(b)(5),(b)(6)

On Mar 15, 2015, at 5:08 PM, Ashton Carter (b)(6) wrote:

(b)(6) [redacted] -- I've been working from your memo this wknd and wanted to thank you for it. Well done! I will assemble team to discuss. Ash

Sent from my iPhone

(b)(6)

From: Ashton Carter
To: SecDef [redacted]
Subject: FW: (b)(6) [redacted]
Date: Thursday, September 24, 2015 9:00:28 AM

> From: [redacted]
> Subject: [redacted]
> Date: Tue, 3 Mar 2015 18:29:47 -0500
> To: [redacted]
>
> Was at this event and can figure out how to read it out. Turns out senator McCain was there too and it worked fine. [redacted]. Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Schedule a call
Date: Thursday, September 24, 2015 9:00:08 AM

From: (b)(6)
Subject: Fwd: Schedule a call
Date: Tue, 3 Mar 2015 18:37:49 -0500
To: (b)(6)

Hi z -- I will hear him out but also steer him to our Markle effort. Let me know if there are any updates to the initiative I should know of. Ash

Sent from my iPhone

Begin forwarded message:

From: Howard Schultz <(b)(6)
Date: March 3, 2015 at 3:26:43 PM EST
To: (b)(6)
Cc: (b)(6)
Subject: Schedule a call

Ash,

Congratulations on your confirmation. I have come to know former Secretary Robert Gates quite well since he joined the Starbucks Board and I am continually impressed with the experiences and skills he brought to and gained from his time as Secretary. Your role offers tremendous opportunity and I know that you will take full advantage of that.

Last fall I spoke with Secretary Hagel and General Dempsey to share the mission I have been on to serve our veterans and military families as they transition back to civilian life, and to raise awareness about (and hopefully ameliorate) the military-civilian divide across America. I have made this commitment through my family foundation and through my role as Starbucks CEO with a commitment to hire over 10,000 veterans and spouses by 2018.

I'd like to schedule a short call with you in the next few weeks to share the details of a training and hiring initiative my family foundation, in partnership with JP Morgan Chase, Microsoft, Starbucks and other corporations, will be announcing in the coming weeks. With assistance from the Institute for Veterans and Military Families (IVMF) at Syracuse University, we will be launching an unprecedented, barrier-free training and hiring program designed to complement the Transition Assistance Program on

military installations. We believe this is a model that will both help the Department of Defense with the growing Unemployment Claim issues, as well as change the way the private sector views and recruits military talent for the long-term. The program has many dependencies and intersections with the Department of Defense's infrastructure and I would like to discuss them with you briefly prior to the launch. Attached please find a brief summary of this project.

I have copied my team who can assist with scheduling a call. Again, congratulations on your new role and I look forward to talking soon.

Warm Regards,

Howard

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW:
Date: Thursday, September 24, 2015 8:59:56 AM

From: (b)(6)
Subject: Re:
Date: Wed, 4 Mar 2015 20:41:23 -0500
To: (b)(6)
CC:

Tnx

Sent from my iPad

On Mar 4, 2015, at 6:36 PM, Ron <(b)(6)> wrote:

> (b)(6) Will get contact info so you can send a note.
> Vr
> Ron
>
> Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Yale CEO Summit - Confirmation
Date: Thursday, September 24, 2015 8:59:19 AM
Attachments: ATT00001.htm
yesCarterAc.doc
ATT00002.htm

From: (b)(6)
Subject: Fwd: Yale CEO Summit - Confirmation
Date: Tue, 10 Mar 2015 19:29:31 -0400
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: March 10, 2015 at 1:05:56 PM EDT
To: (b)(6)
Cc:
Subject: Yale CEO Summit - Confirmation

Ash,

We are delighted you will be tentatively joining us for the Yale CEO Summit at the New York Stock Exchamge. Find attached a copy of your confirmation letter and room/dinner reservation form.

Please send (b)(6) the room/dinner reservation form, with the following:

1 - Will you need a room reservation at the Millenium Hilton, Yes or No? If Yes, for what night(s).

2 - Will you be attending the Tuesday evening dinner, Yes or No?

(b)(6) In addition, email the requested info, bio and company profile per the letter.

(b)(6) Contact or me with any questions and also please confirm receipt of my email.

Thank you,

(b)(6)

(b)(6)
Yale Chief Executive Leadership Institute
101 Constitution Avenue NW
Suite 900 East
Washington, DC 20001
(b)(6)

Yale SCHOOL OF MANAGEMENT

(b)(6)

Senior Associate Dean for Executive Programs

Lester Crown Professor in the Practice of Management

Founder, President & CEO Chief Executive Leadership Institute

March 9, 2015

The Honorable Ashton B. Carter
Secretary of Defense
US Department of Defense

Dear Ash:

I am pleased to confirm your *tentative* registration for THE YALE CEO LEADERSHIP SUMMIT taking place Wednesday, June 3, 2015, at the New York Stock Exchange.

For the conference participant list, name badge, and tent card, please verify your name, title, and firm in the letter heading above. Should you prefer a more casual iteration of your name or any other changes, email (b)(6) To complete your registration, forward him a one (1) page bio-sketch and a one (1) page company profile in **WORD** format (please NO PDFs!).

To assist you with your travel arrangements, approximate conference times are as follows: registration and welcome breakfast starting at 7:00 AM; morning general sessions, 8:00 AM – 12:30 PM, followed by a buffet luncheon; afternoon sessions begin at 1:15 PM; adjournment will be at 5:00 PM. Also, we invite you to join us for an optional opening reception/dinner on Tuesday evening, June 2, at 6:30 PM at the New York Stock Exchange. Please RSVP "yes" or "no" on the form below.

The official hotel for THE SUMMIT is the Millenium Hilton (55 Church Street, New York, NY 10007). THE SUMMIT deluxe king room rate is $339 exclusive of any taxes and fees; a limited number of junior suites are available for $359. Reservations can ONLY be made through (b)(6) by emailing the attached form --- room availability is limited!

If you would like to share any corporate insignia gifts with fellow CEOs, please contact (b)(6)

ONE WEEK PRIOR to the conference, you will receive an outline agenda, and final SUMMIT details. We look forward to welcoming you to the New York Stock Exchange for THE YALE CEO LEADERSHIP SUMMIT.

Sincerely,



Yale SCHOOL of MANAGEMENT

THE YALE CHIEF EXECUTIVE LEADERSHIP INSTITUTE

The Honorable Ashton B. Carter

email: (b)(6)

THE YALE CEO LEADERSHIP SUMMIT

WHEN: Wednesday, June 3, 2015

VENUE: New York Stock Exchange

ACCOMMODATIONS: Millenium Hilton

I will require reservations for the following evenings:

Monday evening, June 1 _____

Tuesday evening, June 2 _____

Wednesday evening, June 3 _____

RECEPTION/DINNER RSVP – Tuesday, June 2, 6:30 PM

I will attend: YES NO

(b)(6) _____

From: Ashton Carter
To: SecDe[redacted]
Subject: FW: [redacted]
Date: Thursday, September 24, 2015 8:58:45 AM

> From: [redacted]
> Subject: Re: [redacted]
> Date: Sun, 1 Mar 2015 17:28:58 -0500
> To: [redacted]
>
> Tnx brother. Ash
>
> Sent from my iPhone
>
> > On Mar 1, 2015, at 9:03 AM, Matt Spence[redacted] wrote:

[redacted]

> >
> > Matt Spence
> >
> >
> >> On Mar 1, 2015, at 8:01 AM, Ashton Carter[redacted] wrote:
> >>
> >> Thanks.[redacted]
> >>
> >> Sent from my iPad
> >>
> >>> On Feb 28, 2015, at 7:59 PM, Matt Spence[redacted] wrote:
> >>>
> >>> Hi Ash --

[redacted]

[redacted]

> >>> Matt
> >>>
> >>> Matt Spence
> >>>
> >>>
> >>>> On Feb 28, 2015, at 4:23 PM, Ashton Carter [redacted] wrote:
> >>>>
[redacted]
> >>>>
> >>>> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(6)
Date: Thursday, September 24, 2015 8:58:24 AM

> From: (b)(6)
> Subject: Re: (b)(6)
> Date: Mon, 2 Mar 2015 11:40:45 -0500
> To: (b)(6)
>
> Ok Brent is point fo(b)(6)? Also, ask (b)(6) about detailing him and uniform/civ clothes issue...or maybe you know
>
> Sent from my iPhone
>
> > On Mar 2, 2015, at 8:54 AM, Fanning, Eric HON SD (b)(6) wrote:
> >
> > I think Geoff's info might be a little out of date. Have connected with (b)(6) and Brent is going to speak with him, too.
> >
> > (b)(6)
> >
> > FYI (b)(6)
(b)(6)
> >
> > -----Original Message-----
> > From: Ashton Carter [mailto:(b)(6)
> > Sent: Monday, March 02, 2015 8:21 AM
> > To: Fanning, Eric HON SD
> > Subject: (b)(6)
> >
> > Is still awaiting a discussion w you. Ash
> >
> > Sent from my iPhone

From: Lewis, Ronald MG SD
To: "Ashton Carter"; Fanning, Eric HON SD
Subject: RE: Enroute
Date: Monday, March 02, 2015 8:56:23 AM

---

roger

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Monday, March 02, 2015 8:54 AM
To: Lewis, Ronald MG SD; Fanning, Eric HON SD
Subject: Enroute

Let's take a walk while we get organized

Sent from my iPhone

From: Ashton Carter
To: SecDe[redacted]
Subject: FW: Plz ask [redacted] to send electrons to statement
Date: Thursday, September 24, 2015 8:55:41 AM

From [redacted]
Subject: Re: Plz ask [redacted] to send electrons to statement
Date: Mon, 2 Mar 2015 19:39:21 -0500
To: [redacted]
CC: [redacted]

Many thanks!

Sent from my iPhone

On Mar 2, 2015, at 6:39 PM, [redacted] wrote:

Ash-

[redacted]

BZ [redacted]

On Mon, Mar 2, 2015 at 6:21 PM, Ashton Carter [redacted] wrote:

Guys -- just got this. As I look, Plz do same and suggest changes (specific, Plz, running short of time). Tnx

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: March 2, 2015 at 6:17:59 PM EST
To: "[redacted]"
Cc: "Lewis, Ronald MG SD" [redacted], "Fanning, Eric HON SD" [redacted]
Subject: RE: Plz ask [redacted] to send electrons to statement

Sir -- As requested.

V/R
[redacted]

(b)(6)
Special Assistant to the Secretary of Defense
Email: (b)(6)
Office Phone: (b)(6)
Direct Line: (b)(6)

-----Original Message-----
From: Lewis, Ronald MG SD
Sent: Monday, March 02, 2015 6:13 PM
To: (b)(6)
Subject: FW: Plz ask (b)(6) to send electrons to statement

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Monday, March 02, 2015 6:10 PM
To: Lewis, Ronald MG SD; Fanning, Eric HON SD
Subject: Plz ask (b)(6) to send electrons to statement

Sent from my iPhone

--

(b)(6)
<https://cid:>

1313 Dolley Madison Boulevard
Suite 404
McLean, VA 22101
(b)(6)

From: Ashton Carter
To: SecDef
Subject: FW:
Date: Thursday, September 24, 2015 8:55:22 AM

> From:
> Subject: Re:
> 2015 21:08:01 -0500
> To:
>

> Sent from my iPhone
>
> > On Mar 2, 2015, at 8:57 PM, Kendall, Frank III HON OSD OUSD ATL (US)
> wrote:
>
> > Ash

> > Frank
> > Frank Kendall
> > USD(AT&L)
> >
> > ----- Original Message -----
> > From: Ashton Carter
> > Sent: Monday, March 02, 2015 08:12 PM
> > To: Frank Kendall Kendall, Frank III HON OSD OUSD ATL (US)
> > Subject:
> >
> > Franco -- paper on this is unclear.
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(6)
Date: Thursday, September 24, 2015 8:54:51 AM

> From: (b)(6)
> Subject: Re: (b)(6)
> Date: Tue, 24 Feb 2015 19:21:16 -0500
> To: (b)(6)
> CC:
>
> Annoying. Two weeks lost, not what he told me
>
> Sent from my iPhone
>
> > On Feb 24, 2015, at 6:57 PM, Eric Fanning (b)(6) wrote:
> >
> > (b)(6) has provided some other good names. I will jump on this with (b)(6)
> >
> > Best,
> >
> > Eric
> >
> >
> >

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Cards
Date: Thursday, September 24, 2015 8:54:20 AM

From: (b)(6)
Subject: Re: Cards
Date: Wed, 25 Feb 2015 06:51:17 -0500
To: (b)(6)

Little before 9

Sent from my iPhone

On Feb 24, 2015, at 5:30 PM, (b)(6) wrote:

> Too easy. I will run by your office in the morning. What time are you in tomorrow?
>
> On Tue, Feb 24, 2015 at 2:41 PM, Ashton Carter (b)(6) wrote:
>
> (b)(6) H -- Remind me to talk to you about note cards. Remember the long thin cards w DSD at
> (b)(6) the top, larger than a 3x5 card... was always trying to get me to take them out of my pocket for pictures since they stuck out? I'd like to get some SD cards made, at a size in between the DSD cards
> (b)(6) and 3x5 cards. Great to see Thanks for all you did to make the trip more comfortable for me.
> Ash
>
> Sent from my iPad

(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: OH NO - [redacted] we understand but in past, he ran across the street and joined us when schedule shifts - Sen McCain says hearing not beginnig until after 4pm.
Date: Thursday, September 24, 2015 8:54:08 AM

Subject: Fwd: OH NO - (b)(6) we understand but in past, he ran across the street and joined us when schedule shifts - Sen McCain says hearing not beginnig until after 4pm.
From: (b)(6)
Date: Wed, 25 Feb 2015 07:12:59 -0500
To: (b)(6)

(b)(6) -- lets discuss a drive by possibility. a

Sent from my iPad

Begin forwarded message:

From: (b)(6) (b)(6)
Date: February 25, 2015 at 6:16:00 AM EST
To: (b)(6)
Cc: "Lewis, Ronald MG SD" (b)(6)
(b)(6) "Fanning, Eric SES SD" (b)(6)
"(b)(6)
Subject: OH NO - (b)(6) we understand but in past, he ran across the street and joined us when schedule shifts - Sen McCain says hearing not beginnig until after 4pm.

OH NO - (b)(6)

Is there any chance of a change again? We understand but in past, he ran across the street and joined us when schedule shifts . We have a very significant cross section of the nation's top CEOs coming to Washington DC expecting to hear Secretary Carter.

We also are told by Sen. McCain that he WILL be joining us at 3:30 then cross the street back to the Capitol for the same Senate Armed Services Committee budget hearing. Perhaps this too has changed. Is it possible then that Secretary Carter might joining us at 3:30 as well leaving just before 4pm?

Thanks for your alert and responsiveness.

(b)(6)

(b)(6)

Yale School of Management

(b)(6)

From: (b)(6)
Sent: Tuesday, February 24, 2015 11:56 AM
To: (b)(6)
Cc: Lewis, Ronald MG SD; (b)(6) ; Fanning, Eric SES SD
Subject: RE: Yale Washington CEO Caucus March 3 - Secretary Carter REGRETS

Good morning, Dean (b)(6)

Secretary Carter appreciates your kind invitation to the Yale Washington CEO Caucus on Tuesday afternoon, March 3. Regrettably, he is not available to participate, as he will be on Capitol Hill that same afternoon in a Senate Armed Services Committee budget hearing. If he had the freedom to choose, I imagine your event would definitely win the day!

The buffet reception isn't an option either, as he has another hearing the following day, and potentially one on Thursday as well. Just can't have more fun than that!

Please convey his sincerest best wishes for a successful program. He will be interested in hearing all about it the next time the two of you link up, which he hopes will be soon. Please do stay in touch.

Best regards,

(b)(6)

Confidential Asst. to the Secretary of Defense

(b)(6)

From: (b)(6)
Sent: Sunday, February 15, 2015 5:47 AM
To: (b)(6)
Subject: Fwd: Re: Ash - Congrats again - - is there a swearing in next week? ReconfirmingYou can kick off Yale Washington CEO Caucus March 3

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

-------- Original message --------

From: Ashton Carter

Date:02/13/2015 20:22 (GMT-05:00)

To: (b)(6)

Cc: (b)(6)

Subject: Re: Ash - Congrats again - - is there a swearing in next week? ReconfirmingYou can kick off Yale Washington CEO Caucus March 3

(b)(6) HI - Tues is a small and informal swearing in to make me legal. The real deal is a welcoming ceremony sometime in the future (not planned yet) that you will of course be invited to! And I will make every effort to attend your events as long as I am in this job! My office will note the date! best, Ash

Sent from my iPad

On Feb 13, 2015, at 8:28 AM, "(b)(6) wrote:

Ash – Congratulations again!!! We are all so proud.

Not to be presumptuous, but is there a swearing in ceremony next week?

The theme of our upcoming Yale Washington CEO Caucus, March 3, questions current domestic euphoria admit the geopolitical nightmare you outline and is entitled broadly, "The Return of the American Century?" PepsiCo CEO Indra Nooyi is presenting Goldman Sachs CEO Lloyd Blankfein with our Legend in Leadership Award there.

The program is very brief, compact, fast-paced, and lively. As with our other events, the formal is a group dialogue. It runs only from 3:30pm to 6pm March 3 – and is followed by an elegant buffet reception at the same location. The venue is at our gorgeous offices at 101 Constitution – directly overlooking the Capitol. This location is one block away from The Business Roundtable meetings. Several of our participants travel right from our session to the business roundtable.

Among those joining us for this roundtable are: Anthony Foxx; Senator Jon McCain; Senator Chris Coons; former US Secretary of Labor Elaine Chao (fmr Sec. of Labor); Lloyd Blankfein (CEO Goldman Sachs); Indra Nooyi,(CEO of PepsiCo); Steve Schwarzman (Blackstone, of course – he's come to --- 35 of these!) ; UPS CEO Dave Abney; Steven Kendarian, CEO of Met Life; AIG chairman Steve Miller; EY CEO Mark Weinberger; Mike Lamach CEO of Ingersoll Rand; Tom Quinlan, CEO RR Donnelly; Mike Rose Chairman of BASF: Denise Morrison, CEO Campbell Soup; Russ Gerling CEO of Trans Canada. Martin Richenhagen, CEO AGCO; Richard Adkerson, CEO Freeport MacMoRan; Maggie Wilderotter, CEO Frontier Communications; Russ Fraidin CEO SunGard; James Hughes Solar One, John Negroponte; Grover Norquist; fmr. Sen. Chris Dodd; among others.

THANKS

(b)(6)

(b)(6)

Yale School of Management

P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511

(b)(6)

From: Lewis, Ronald MG SD
To: (b)(6)
Cc: Fanning, Eric SES SD
Subject: Re: (b)(5)
Date: Wednesday, February 25, 2015 8:12:10 PM

Tracking on both.
Be
Ron

---- Original Message ----

From: Ashton Carter (b)(6)
Date: February 25, 2015, 8:10 PM EST
To: Lewis, Ronald MG SD (b)(6)
CC: Fanning, Eric SES SD
Subject: Re: (b)(5)

Ok. Need to at least have something scheduled by tues.

Break. I'd like to talk to (b)(6) tmrw morn, five mins is all. Just hello, no issue. Ash

Sent from my iPhone

> On Feb 25, 2015, at 7:12 PM, Lewis, Ronald MG SD (b)(6) wrote:
>
(b)(5) Need an update from LA and scheduling.
> Vr
> Ron
>
> -----Original Message-----
> From: Ashton Carter (b)(6)
> Sent: Wednesday, February 25, 2015 6:28 PM
> To: Fanning, Eric SES SD; Lewis, Ronald MG SD
> Subject: (b)(5)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Congratulations Mr. Secretary
Date: Thursday, September 24, 2015 8:53:13 AM

From: (b)(6)
Subject: Fwd: Congratulations Mr. Secretary
Date: Wed, 25 Feb 2015 14:54:07 -0500
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: February 22, 2015 at 9:27:27 AM EST
To: Ash CARTER (b)(6)
Subject: Congratulations Mr. Secretary

Hi Ash,

Congratulations. (b)(6) and I, and I am sure all of your friends, are thrilled that you are now in the job that history meant for you. This is great for the country and to the world.

I know you don't need any gratuitous advice now, and have thousands of people offering it anyway. But I just returned from a series of meetings in several Europran capitals and came away very concerned that the fabric of stability and unity in Europe is increasingly under threat from numerous forces within Europe (economic, extremism and anti-European/pro fragmentation parties) as well as from North Africa, Russia/Ukraibe and the Middle East. Our major ally in the world is also unsure about our own vision of our strategic role on some of these issues and our capacity to implement.

Might be worth getting togethrr a small group to assess the situation and think about a serious medium term strategy that pulls some of these strands together. If we wait too long the capacity of Europe to play the alliance or political or economic role we desire will further erode.

Just a thought.

Best regards to you and (b)(6)

(b)(6)

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Materials to the house
Date: Thursday, September 24, 2015 8:52:21 AM

From: (b)(6)
Subject: Re: Materials to the house
Date: Fri, 27 Feb 2015 20:31:24 -0500
To: (b)(6)
CC:

Rgr. Tnx to all. Ash

Sent from my iPhone

On Feb 27, 2015, at 6:46 PM, Lewis, Ronald MG SD (b)(6) wrote:

Sir,
Hope the meetings went well this afternoon/tonight. (b)(6) will coordinate to have the materials dropped off at your house early tomorrow morning. The drop will include: updated programmatic papers (include papers with your hand written notes); Written statement (b)(6) (b)(6) draft oral statement; read book with highlights/summaries/statements from the pertinent hearings this week. We'll be all set for 1300 on Sunday and we're up coms if/when you need something tomorrow as well.
Vr
Ron

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Sunday
Date: Thursday, September 24, 2015 8:52:13 AM

> From: (b)(6)
> Subject: Sunday
> Date: Sat, 28 Feb 2015 12:28:41 -0500
> To: (b)(6)
>
> Ron -- can you give me a rundown-- what hours and who will be there. I don't have a Sunday calendar. Tnx
>
> Sent from my iPhone

From: Lewis, Ronald MG SD
To: [redacted]
Subject: Re: Agenda for Sunday
Date: Saturday, February 28, 2015 1:24:57 PM

Copy

---- Original Message ----

From: Ashton Carter <[redacted]
Date: February 28, 2015, 1:16 PM EST
To: Lewis, Ronald MG SD <[redacted]
Subject: Re: Agenda for Sunday

All ok. Plz ask [redacted] or someone to send me electrons of draft oral statement. You and Eric and I should huddle at 1245. Ash

Sent from my iPhone

> On Feb 28, 2015, at 12:47 PM, Lewis, Ronald MG SD [redacted] wrote:
>
> Sir,
> 1300-1600 [redacted]
> Vr
> Ron
>
>
>
>
> ---- Original Message ----
>
> From: [redacted]
> Date: February 27, 2015, 4:22 PM EST
> To: Lewis, Ronald F MG USARMY (US) [redacted]
> Subject: Fwd: Agenda for Sunday
>
> Ron [redacted]

>
>

> [X]
> 1313 Dolley Madison Boulevard
> Suite 404
> McLean, VA 22101


Murder Board Session – Sunday March 1, 2015

(b)(6)

(b)(5)



From: Ashton Carter
To: SecDe[redacted]
Subject: FW: Draft Email and Content for Sunday Prep Session
Date: Thursday, September 24, 2015 8:51:15 AM

From: [redacted]
Subject: Re: Draft Email and Content for Sunday Prep Session
Date: Sat, 28 Feb 2015 15:14:14 -0500
To: [redacted]

Tnx much. Ash

Sent from my iPhone

On Feb 28, 2015, at 3:12 PM, [redacted] wrote:

[redacted]

(b)(6)

On Sat, Feb 28, 2015 at 2:42 PM, Ashton Carter (b)(6) wrote:

Use this one

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: February 28, 2015 at 2:28:32 PM EST
To: (b)(6) "Lewis, Ronald MG SD"
(b)(6)
Subject: Re: Draft Email and Content for Sunday Prep Session

Sir --

(b)(5)

I am also attaching a slightly updated version than the one I just sent to MG Lewis. In reviewing the file I realized it was a slightly outdated copy. The attached copy is identical to the hard copy in your materials. My apologies for the error.

VR
(b)(6)

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Saturday, February 28, 2015 01:54 PM
To: Lewis, Ronald MG SD; (b)(6)
Subject: Re: Draft Email and Content for Sunday Prep Session

(b)(6) - who has looked at this so far? Tnx. Ash

Sent from my iPhone

On Feb 28, 2015, at 1:43 PM, Lewis, Ronald MG SD (b)(6) wrote:

----- Original Message -----

From: (b)(6)

Date: February 28, 2015, 1:33 PM EST

To: Lewis, Ronald MG SD (b)(6)

Subject: Re: Draft Email and Content for Sunday Prep Session

Sir -- Attached. It was included as part of the materials delivered to SD this morning, so he should have it. It was in a black folder with a note identifying it as the draft oral statement if he's looking for it.

VR

(b)(6)

From: Lewis, Ronald MG SD

Sent: Saturday, February 28, 2015 01:28 PM

To: [redacted]

Subject: Re: Draft Email and Content for Sunday Prep Session

Also need you to email me the draft oral statement so it can be sent to sd

---- Original Message ----

From: [redacted]

Date: February 28, 2015, 1:02 PM EST

To: Lewis, Ronald MG SD [redacted]

CC: [redacted] Fanning, Eric HON SD [redacted]

Subject: Re: Draft Email and Content for Sunday Prep Session

MG Lewis -- follow up to our call -- connected with [redacted] review by COB and [redacted] responded they are on track to send us a response later today so we can adjudicate any critical comments if needed before the 1300 tomorrow. (b)(6)

VR

(b)(6)

From: Lewis, Ronald MG SD

Sent: Saturday, February 28, 2015 11:30 AM

To: (b)(6)

Cc: (b)(6) Fanning, Eric HON SD; (b)(6)

Subject: RE:Draft Email and Content for Sunday Prep Session

Thanks for all your work on this, (b)(6) Eric, I recommend you push out the email to the team. Who is talking with (b)(5) Time to talk to and show SD the final before it goes over to the Committee on Monday morning?

Best

Hope this is helpful,

(b)(6)

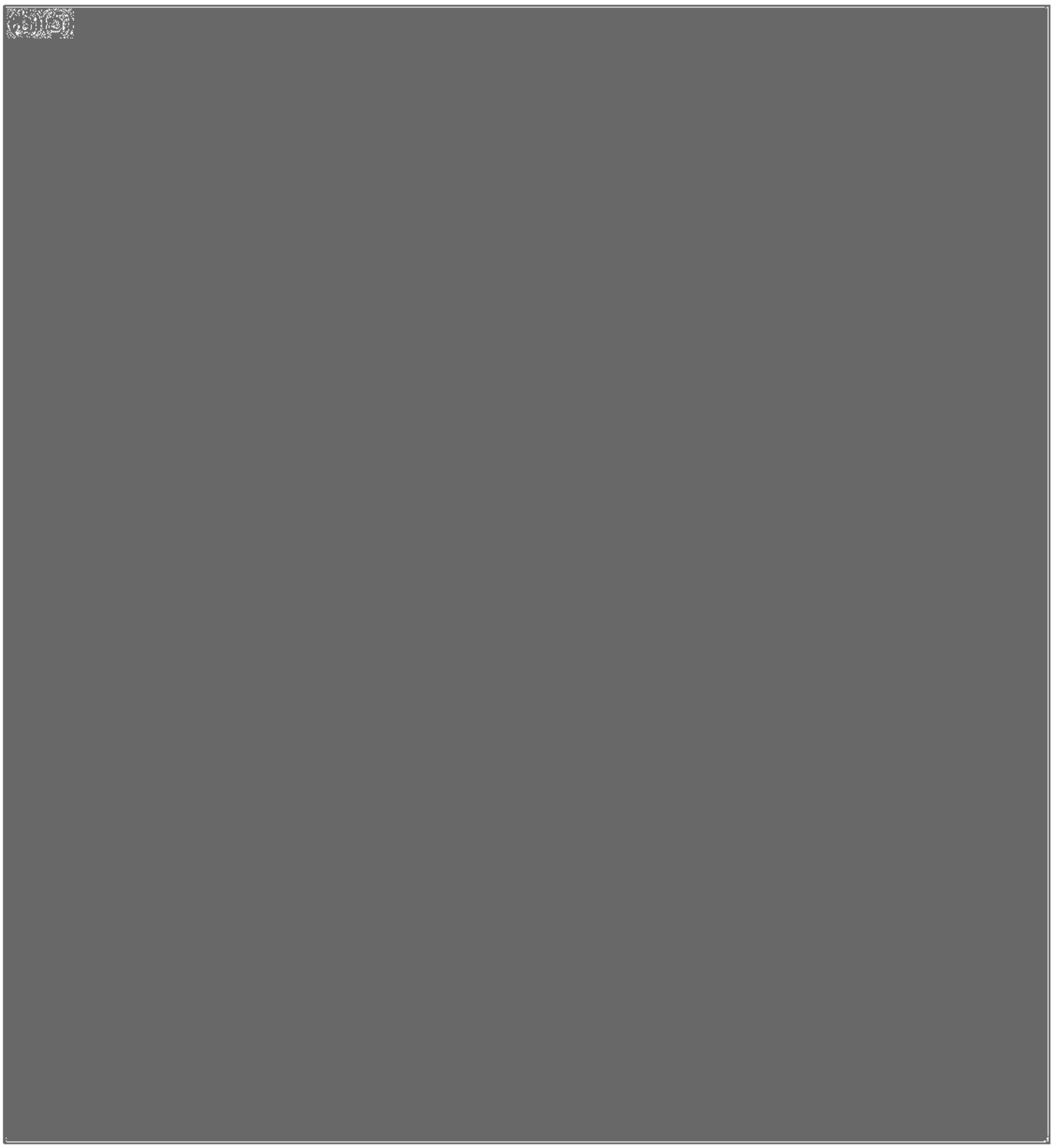
<ATT73417.docx>

--

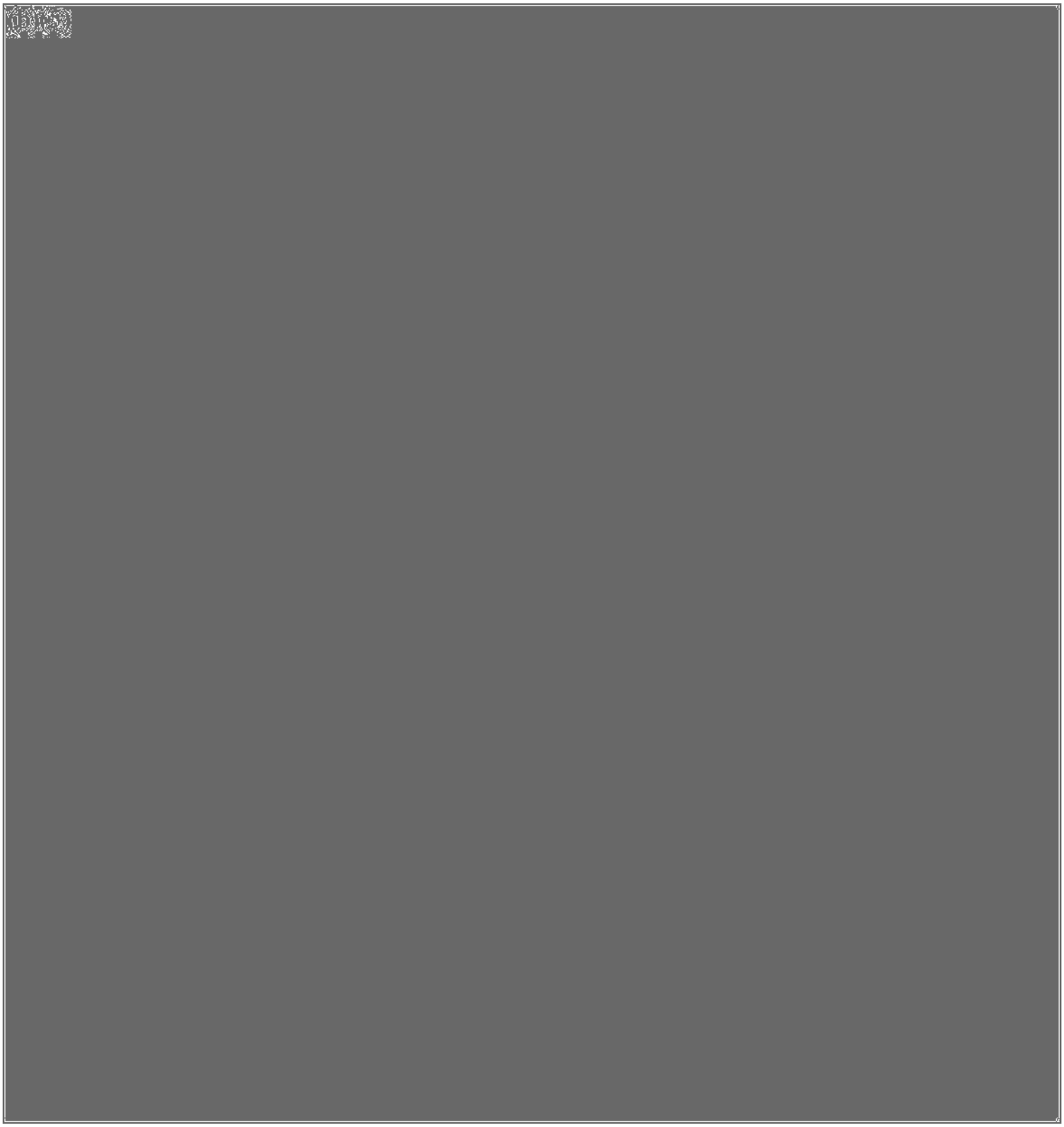
[redacted]
<https://cid:>

1313 Dolley Madison Boulevard
Suite 404
McLean, VA 22101
[redacted]

SPOKEN FY 2016 BUDGET TESTIMONY
SENATE ARMED SERVICES COMMITTEE
TUESDAY, MARCH 3, 2015
[1,719 WORDS, 13 MINUTES]



SPOKEN FY 2016 BUDGET TESTIMONY
SENATE ARMED SERVICES COMMITTEE
TUESDAY, MARCH 3, 2015
[1,677 WORDS, 13 MINUTES]



From:	Ashton Carter
To:	SecDe (b)(6)
Subject:	FW: US-China/Please Do Not Circulate/CFR Publishes in March
Date:	Thursday, September 24, 2015 8:50:30 AM
Attachments:	China Grand Strategy 2 23 for RDB.pdf ATT00001.htm

---

From: (b)(6)
Subject: Fwd: US-China/Please Do Not Circulate/CFR Publishes in March
Date: Tue, 24 Feb 2015 04:41:25 +0300
To: (b)(6)

Pp (this means please print, and give to me). Tnx

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: February 23, 2015 at 9:59:20 PM GMT+3
> To: Ash Carter <(b)(6)
> Subject: US-China/Please Do Not Circulate/CFR Publishes in March
>
> Ash,
>
> Best.
> (b)(6)

(b)(4)

(b)(4)

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(b)(4)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Plz drop in
Date: Thursday, September 24, 2015 8:50:15 AM

> From: [redacted]
> Subject: Plz drop in
> Date: Tue, 24 Feb 2015 05:52:38 +0300
> To: [redacted]
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6
Subject: FW: Maps
Date: Thursday, September 24, 2015 8:49:52 AM

> From: (b)(6)
> Subject: Maps
> Date: Tue, 24 Feb 2015 08:47:38 +0300
> To: (b)(6)
>
> When u get a chance, bring them in from the binders
> Sent from my iPhone

From:	Ashton Carter
To:	SecDef (b)(6)
Subject:	FW: Contacts from "retirement"
Date:	Thursday, September 24, 2015 8:49:07 AM
Attachments:	Retirement Contacts List (2014).xlsx ATT00001.htm

---

From: (b)(6)
Subject: Fwd: Contacts from "retirement"
Date: Tue, 24 Feb 2015 15:29:40 +0300
To: (b)(6)

Pp attachment

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: February 24, 2015 at 1:33:50 PM GMT+3
> To: Ashton Carter (b)(6)
> Subject: Fwd: Contacts from "retirement"
>
> Want to check people off for your ceremony? He didn't put contact info in there.
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > From: (b)(6)
> > Date: February 23, 2015 at 9:24:38 PM EST
> > To: (b)(6)
> > Cc:
> > Subject: Re: Contacts from "retirement"
> >
> > Hi, (b)(6) good to hear from you.
> > Attached is the list. It includes those ABC met with February 2014 through mid-January 2015.
> >
> > All the best (b)(6)

(b)(6)

On Feb 23, 2015, at 5:52 PM, (b)(6) wrote:

Hi (b)(6)

I hope you are staying warm. Ash's Welcome Ceremony is now set for March 6th- I hope you and yours will be able to join us. I was also looking for a list that Ash thinks you were compiling that is of the contacts from his last year. If you have that- it would be helpful as I try to get this list together.

Thanks so much!

Sent from my iPhone

Who	Company
(b)(6)	

Who	Company
[redacted]	

Who	Company
[redacted]	

Who	Company
[redacted]	

Who	Company
(b)(6)	

Who	Company
(b)(6)	

Who	Company
[redacted]	

Who	Company
(b)(6)	

From: Ashton Carter
To: SecDef (b)(6)
Date: Thursday, September 24, 2015 8:48:56 AM

> From: (b)(6)
> Date: Tue, 24 Feb 2015 15:31:53 +0300
> To: (b)(6)
>
(b)(6) > Hi -- can you get (b)(6) to give me the file of contacts (green clear file folder) that I gave him? I know he has also made a combined list for (b)(6), but I need the original docs back too.
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Can u drop in please?
Date: Thursday, September 24, 2015 8:48:43 AM

> From: (b)(6)
> Subject: Can u drop in please?
> Date: Tue, 24 Feb 2015 15:32:37 +0300
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Thank you notes
Date: Thursday, September 24, 2015 8:48:36 AM

> From: (b)(6)
> Subject: Thank you notes
> Date: Tue, 24 Feb 2015 13:39:10 -0500
> To: (b)(6)

(b)(6) - make sure policy gets them out today scanned and emailed. Tnx

> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: please ask...
Date: Thursday, September 24, 2015 8:48:25 AM

> Subject: please ask
> From: (b)(6)
> Date: Tue, 24 Feb 2015 15:29:16 -0500
> To: (b)(6)
>
> ...eric rosenbach to give me a one-page summary of (b)(5) trip to Stanford by Thurs so I can refer to it (b)(5),(b)(6) Ash
>
> Sent from my iPad

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Would someone come here Plz? Tnx
Date: Thursday, September 24, 2015 8:45:57 AM

> From: [redacted]
> Subject: Would someone come here Plz? Tnx
> Date: Fri, 20 Feb 2015 17:26:20 -0500
> To: [redacted]
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Follow Up
Date: Thursday, September 24, 2015 8:45:21 AM
Attachments: (b)(6) Biography (January 2015).doc
ATT00001.htm
(b)(6) Resume (January 2015).doc
ATT00002.htm

(b)(6)

From: (b)(6)
Subject: Fwd: Follow Up
Date: Mon, 23 Feb 2015 07:05:53 +0300
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: February 23, 2015 at 7:04:31 AM GMT+3
To: "Ashton Carter (b)(6)
Subject: Follow Up

Greetings, Ash:

Now that you are properly ensconced at the Department and up and running (congratulations again), I thought to renew my interest in serving in some capacity that makes sense – whether a line position, Counselor or Coordinator type role or the like.

I attach my resume and bio for your convenience.

I would be happy to get together and explore possibilities at your convenience.

Best Regards,



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From: Ashton Carter
To: SecDe[redacted]
Subject: FW: Letter from Tom Enders
Date: Thursday, September 24, 2015 8:45:06 AM
Attachments: ATT00001.htm
ATT00002.htm
Numérisé depuis un périphérique multifonctions Xerox.pdf
ATT00003.htm

From: [redacted]
Subject: Fwd: Letter from Tom Enders
Date: Mon, 23 Feb 2015 20:22:51 +0300
To: [redacted]

Pp

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: February 23, 2015 at 5:21:55 PM GMT+3
To: [redacted]
Cc: [redacted]
Subject: Letter from Tom Enders

Dear Mr. Carter,

Please find attached, for your personal attention, a letter from Tom Enders.

Wishing you good receipt of this document.

Best regards

[redacted]
Office of Tom Enders
CEO

[redacted]

(b)(6)

The information in this e-mail is confidential. The contents may not be disclosed or used by anyone other than the addressee. Access to this e-mail by anyone else is unauthorised.

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AIRBUS
GROUP

Tom Enders
Chief Executive Officer

The Honorable Ashton B. Carter
Secretary
U.S. Department of Defense
The Pentagon
Washington, D.C. 20301

Feb 23, 2015

Dear Ash:

Please accept my sincere congratulations on your recent confirmation as the 25th Secretary of Defense. I enjoyed our previous meetings and look forward to extending to you my personal congratulations.

I can only imagine the immense challenges you face in this important position. The world sits at a critical juncture in the defense of freedom. The Department you lead has been an indispensable, steadying force in protecting democratic values worldwide. I wish you every success in leading the men and women of the U.S. Armed Forces through the challenges of a rapidly changing world.

Once again, congratulations on your confirmation.

With best regards,

Postal Address:
Airbus Group
Galaxia - Bâtiment Aurigа
4, rue du Groupe d'Or
BP 90112
31703 Blagnac Cedex, France
[redacted]

Airbus Group N.V.
Company limited by shares (naamloze vennootschap)
Registered at the Dutch Chamber of Commerce
under number 24288945
Mendelweg 30, 2333 CS Leiden, The Netherlands
www.airbus.group.com

From: Ashton Carter
To: SecDe[redacted]
Date: Thursday, September 24, 2015 8:44:50 AM

> From: [redacted]
> Date: Tue, 17 Feb 2015 19:42:55 -0500
> To: [redacted]
>
> Guys-
> Please remind me to write a personal note to [redacted]
> Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Also need to thank (b)(6) of Arlington
Date: Thursday, September 24, 2015 8:44:22 AM

> From: (b)(6)
> Subject: Also need to thank (b)(6) of Arlington
> Date: Tue, 17 Feb 2015 19:56:25 -0500
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDe[redacted]
Subject: FW: Tmrw
Date: Thursday, September 24, 2015 8:44:15 AM

> From: [redacted]
> Subject: Tmrw
> Date: Tue, 17 Feb 2015 20:04:42 -0500
> To: [redacted]
>
> Hi guys -- tnx for everything. I'm going to come in slowly.... I'll update arrival time in morn but in time to backbrief u on today and check signals. Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Swearing in
Date: Thursday, September 24, 2015 8:43:53 AM

From: (b)(6)
Subject: Re: Swearing in
Date: Tue, 17 Feb 2015 21:06:50 -0500
To: (b)(6)

Can't wait to see both of you!

Sent from my iPhone

On Feb 17, 2015, at 9:01 PM (b)(6) wrote:

Just showed the whole swearing in ceremony with (b)(6) She said that you look the same! I told her that it had only been a year. Haha.

We are all so happy for you!!!

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW:
Date: Thursday, September 24, 2015 8:43:32 AM

Subject: Re:
From: (b)(6)
Date: Wed, 18 Feb 2015 06:37:28 -0500
To: (b)(6)

roger all (b)(5) tnx ron good first day thanks to you

Sent from my iPad

On Feb 18, 2015, at 5:25 AM, "Ron" (b)(6) wrote:

Boss,

Travel...like we always do, you and I need to look at the trip and make sure it's execuetable and meets your intent. (b)(6)

.....

Today...you have the (b)(5),(b)(6) topic. Sent some products home last night. Dempsey will brief you at 0845 (b)(5),(b)(6) is back on late in the afternoon. You have 6 RSVPs for your working dinner (good mix)....need to deconflict (b)(5) with dinner.....We'll have some recommendations for you.

See you in a few hours

Ron

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

From: Ashton Carter
To: SecDe[redacted]
Subject: FW: From [redacted]
Date: Thursday, September 24, 2015 8:43:19 AM

From: [redacted]
Subject: Fwd: From [redacted]
Date: Thu, 19 Feb 2015 07:01:09 -0500
To: [redacted]

[redacted] is pretty knowledgeable.. [redacted]

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: February 18, 2015 at 9:18:48 PM EST
To: Ashton Carter [redacted]
Subject: Fro[redacted]

Sir - So glad you're headed out to the field very soon. Didn't expect any differently; know where your heart is! [redacted] Safe travels sir!

V/R
[redacted]

From: Ashton Carter
To: SecDe[redacted]
Subject: FW: WH Pool Report #2b: POTUS on Carter, add'l immigration (and lid)
Date: Thursday, September 24, 2015 8:43:11 AM

From: [redacted]
Subject: Fwd: WH Pool Report #2b: POTUS on Carter, add'l immigration (and lid)
Date: Wed, 18 Feb 2015 10:42:01 -0500
To: [redacted]

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: February 18, 2015 at 8:39:37 AM EST
To: 'Ashton Carter' [redacted]
Subject: RE: WH Pool Report #2b: POTUS on Carter, add'l immigration (and lid)

[redacted]

From: Ashton Carter [redacted]
Sent: Wednesday, February 18, 2015 8:16 AM
To: [redacted]
Subject: Re: WH Pool Report #2b: POTUS on Carter, add'l immigration (and lid)

[redacted]

Sent from my iPhone

On Feb 18, 2015, at 6:49 AM, [redacted] wrote:

[redacted]

From: Ashton Carter [mailto[redacted]
Sent: Wednesday, February 18, 2015 06:40 AM
To: [redacted]
Subject: Re: WH Pool Report #2b: POTUS on Carter, add'l immigration (and lid)

(b)(5)

Sent from my iPad

On Feb 17, 2015, at 9:24 PM, (b)(6) wrote:

(b)(6)

From: Ashton Carter (b)(6)
Sent: Tuesday, February 17, 2015 09:05 PM
To: (b)(6)
Subject: Re: WH Pool Report #2b: POTUS on Carter, add'l immigration (and lid)

Tnx greatness!

Sent from my iPhone

On Feb 17, 2015, at 9:00 PM, (b)(6) wrote:

More on YOU

From: White House Press Office <noreply@messages.whitehouse.gov>
Reply-To: "noreply@messages.whitehouse.gov" <noreply@messages.whitehouse.gov>
Date: Tuesday, February 17, 2015 at 5:13 PM
To: (b)(6)
Subject: FW: WH Pool Report #2b: POTUS on Carter, add'l immigration (and lid)

From: Memoli, Michael (b)(6)
Sent: Tuesday, February 17, 2015 5:09 PM
To: (b)(6)
Subject: WH Pool Report #2b: POTUS on Carter, add'l immigration (and lid)

As noted in first report, pool entered at 4:33pm. Exited at about 4:40 pm. As pool assembled POTUS made a passing comment on the cold. He was seated in his usual chair with VP to his right and Carter to his left on one of the couches.

POTUS started the spray by talking about his conversation with Secretary Carter on his first official day at the helm of the Pentagon.

They discussed the security challenges and opportunities the U.S. faces around the world, from dismantling ISIL to stabilizing the situation in Iraq and addressing the "foreign fighter issue and countering the narrative of violent extremism that has been turbo charged through the Internet."

Also said they discussed Ukraine and how to maintain "the strongest and most effective military in the world."

"I could not be more confident that Ash Carter is going to do an outstanding job as secretary of Defense," POTUS said, adding that he has already "hit the ground running." Noted the Senate confirmed him nearly unanimously.

He then was asked about the immigration ruling, see previous pool report and these additions (and as usual please check against transcript):

He pushed Congress on the DHS funding "so that they can go forward with all the functions that Republicans say they want carried out, including strong border security functions."

POTUS said that for individuals who had questions about whether to apply, "We are going to refer those questions to the Department of Homeland Security that has already begun the planning process. And we will be prepared to implement this fully as soon as the legal issues get resolved."

On proceeding during the legal wrangling: "We're not going to disregard this federal court ruling. The law is the law in this country, and we take things a step at a time." Said they would not be taking applications until the case is settled. "But we are doing the preparatory work because this is a big piece of business," and because it was important to allocate limited resources to the most important tasks.

"We should not be tearing some mom away from her child when the child has been born here and that mom has been living here the last 10 years minding her own business and being an important part of the community. We should be focused on stopping the people at the borders, reinforcing our effectiveness there, going after criminals and felons who are in our midst, and strengthening our systems for legal immigrations. Those are all the things that we could be doing through a comprehensive immigration reform bill."

POTUS said he's not willing to "just stand by and do nothing and engage in a lot of political rhetoric. I'm interested in actually solving problems. I'd like to see Congress take that same approach."

With that pool was urged to exit, and POTUS ignored additional questions on immigration as well as developments in Iraq.

And one final important note: a travel/photo lid has been called.

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<http://messages.whitehouse.gov/accounts/USEOPWHPO/subscriber/new?preferences=true>

The White House · 1600 Pennsylvania Avenue, NW · Washington DC 20500 · 202-456-1111

(b)(6)

From: Ashton Carter
To: SecDef
Subject: FW: Yale CEO SUMMIT - (b)(6)
Date: Thursday, September 24, 2015 8:42:50 AM
Attachments: ATT00001.htm
ATT00002.htm
invCarterAc.doc
ATT00003.htm

From: (b)(6)
Subject: Fwd: Yale CEO SUMMIT - (b)(6)
Date: Thu, 19 Feb 2015 07:34:01 -0500
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: February 19, 2015 at 7:24:16 AM EST
To: (b)(6)
Cc:
Subject: Yale CEO SUMMIT - (b)(6)

Ash,

I am writing to invite you to attend, as our guest, the next Yale CEO Summit taking place Wednesday, June 3, 2015, at the New York Stock Exchange when our theme will be, Tacking around Political Headwinds: Guiding the Free Flow of Information.

The Yale CEO Summit is unique in five fundamental ways: it offers practical knowledge from fellow prominent CEOs; it is extremely candid and strictly off-the-record; it is highly interactive; it is free of vendor sales pitches; it is intimate in size with a rich balance of experience among participants.

Recent Summits have included: Richard Adkerson of Freeport-McMoRan Copper & Gold; George Barrett of Cardinal Health; Jeff Bewkes of TimeWarner; Frank Blake of The Home Depot; Lloyd Blankfein of Goldman Sachs; Jim Chanos of Kynikos Associates; Ken Chenault of American Express; Roger Crandall of MassMutual; Jamie Dimon of JPMorgan Chase; Mickey Drexler of J Crew; Mark Fields of Ford; Ed Forst of Cushman & Wakefield; Ken Frazier of Merck; Rick Goings of Tupperware; Barry Gosin of Newmark Knight Frank; Hank Greenberg of CV Starr & Co.; Bob Iger of Walt Disney; Jeff Immelt of GE; Tom James of Raymond James; Klaus Kleinfeld of Alcoa; Ellen Kullman of DuPont; Andrew Liveris of Dow; Dan Loeb of Third Point; Gerry Lopez of AMC Entertainment; John Lundgren of Stanley Black & Decker; Reuben Mark of Colgate-Palmolive; Lowell McAdam of Verizon; Jim McNerney of Boeing; Stuart

Miller of Lennar; Alan Mulally of Ford; Anne Mulcahy of Xerox; Indra Nooyi of PepsiCo; Bill Nuti of NCR; Nick Pinchuk of Snap-on; Tom Quinlan of RR Donnelley; Ginni Rometty of IBM; Wilbur Ross of WL Ross & Co.; Steve Schwarzman of Blackstone; Lynn Tilton of Patriarch Partners; Mike Ullman of JC Penney; as well as government leaders like pay czar Ken Feinberg; Judge Jed Rakoff of New York's Southern District; former SEC chiefs Richard Breeden and Bill Donaldson; and Australia's 26th Prime Minister, Kevin Rudd.

Although the Summit is a noncommercial event, I am delighted that our sponsors include CNBC, Deloitte, IBM, Korn Ferry, NYSE, PepsiCo, and UPS.

The Summit begins at 7:00a, at the New York Stock Exchange on Wednesday, June 3, with a networking breakfast and continues through the day adjourning at 5:00p. In addition, we invite you to join us for an optional opening reception/dinner on Tuesday evening, June 2, at 6:30p. All sessions will be held at the New York Stock Exchange.

Please join us for The Yale CEO Summit --- RSVP (yes or no) by clicking on the appropriate link in the attached formal invitation.

Should you wish any additional information, please contact (b)(6) (b)(6)). I look forward to seeing you in June!

(Find attached the formal invitation.)

(b)(6)
Yale Chief Executive Leadership Institute
101 Constitution Avenue NW
Suite 900 East
Washington, DC 20001
(b)(6)

Yale SCHOOL OF MANAGEMENT

(b)(6)

Senior Associate Dean for Executive Programs
Lester Crown Professor in the Practice of Management
Founder, President & CEO Chief Executive Leadership Institute

February 16, 2015

*** COMPLIMENTARY ***

The Honorable Ashton B. Carter
Secretary of Defense nominee
US Department of Defense

Dear Ash:

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Do join us for the YALE CEO SUMMIT --- RSVP (yes or no) by clicking on the appropriate link below:

YES, I will be there! NO, I won't be able to join you

Should you wish any additional information, please contact (b)(6) (b)(6). I look forward to seeing you in June!



From:	Ashton Carter
To:	SecDef (b)(6)
Subject:	FW: Plz send transcript of hearing and link to video
Date:	Thursday, September 24, 2015 8:42:37 AM
Attachments:	SASC Carter Confirmation Hearing Transcript 4 February 2015.docx ATT00001.htm

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From: (b)(6)
Subject: Fwd: Plz send transcript of hearing and link to video
Date: Thu, 19 Feb 2015 11:01:34 -0500
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: February 6, 2015 at 1:17:26 PM EST
> To: Ashton Carter (b)(6)
> Subject: Re: Plz send transcript of hearing and link to video
>
> Not sure why you didn't receive my previous email with the link and attachment.
> Link below and transcript attached.
> VR/(b)(6)
>
> http://www.armed-services.senate.gov/hearings/15-02-04-nomination <http://www.armed-services.senate.gov/hearings/15-02-04-nomination>
>
> On Fri, Feb 6, 2015 at 1:09 PM, Ashton Carter (b)(6) wrote:
>
> > Sent from my iPad

SEN. JOHN MCCAIN HOLDS A HEARING ON THE NOMINATION OF ASHTON CARTER TO BE DEFENSE SECRETARY

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SENATE COMMITTEE ON ARMED SERVICES HOLDS A HEARING ON

THE NOMINATION OF ASHTON CARTER TO BE DEFENSE SECRETARY

FEBRUARY 4, 2015

SPEAKERS:

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SEN. TIM KAINE, D-VA.

SEN. MARTIN HEINRICH, D-N.M.

SEN. ANGUS KING, I-MAINE

WITNESSES:

FORMER SEN. JOSEPH I. LIEBERMAN, I-CONN.

ASHTON B. CARTER,

NOMINATED TO BE SECRETARY OF DEFENSE

MCCAIN: Good morning. The committee meets this morning to consider the nomination of Dr. Ashton B. Carter to be the secretary of defense. And there are standard questions that by committee rule that I would put forth to Dr. Carter at this time.

Dr. Carter, in order to exercise its legislative and oversight responsibilities, it's important that this committee and other appropriate committees of the Congress are able to receive testimony, briefings and other communication of information. Have you adhered to applicable laws and regulations governing conflicts of interest?

CARTER: I have.

MCCAIN: Have you assumed any duties or undertaken any actions which would appear to presume the outcome of the confirmation process?

CARTER: No.

MCCAIN: Will you ensure that your staff complies with deadlines established for request and communications, including questions for the record in hearings?

CARTER: I will.

MCCAIN: Will you cooperate in providing witnesses and briefers in response to congressional request?

CARTER: Yes.

MCCAIN: Will those witnesses be protected from reprisal for their testimony or briefings?

CARTER: They will.

MCCAIN: Do you agree if confirmed to appear and testify upon request before this committee?

CARTER: Yes.

MCCAIN: Do you agree to provide documents including copies of electronic forms of communications in a timely manner when requested by a duly constituted committee, or to consult with the committee regarding the basis for any good faith delay or denial in providing such documents?

CARTER: Yes.

MCCAIN: What's that?

(UNKNOWN): I think that those are all. (OFF-MIKE)

MCCAIN: Which one?

(UNKNOWN): You're good.

MCCAIN: That concludes our routine questions that we ask of the nominees.

And, so, before the committee proceeds to the business before us today, on behalf of all members of the committee, we'd like to extend our deepest condolences to the family of the brave Jordanian pilot brutally murdered at the hands of ISIL. Together with his family, the Jordanian armed forces, and the people of Jordan, we mourn the loss of a hero that has galvanized the nation and the world.

I hope this heinous crime finally leads us to put in place what thus far has been lacking, a comprehensive strategy to achieve the present stated goal to degrade and destroy ISIL. Let there be no doubt, we still do not have a viable strategy to counter ISIL, and if you're not winning in war, you are losing.

America has no greater ally in the fight against terrorism than Jordan. And, as we made clear to King Abdullah in our meeting yesterday, this committee's immediate concern is to ensure Jordan has all of the equipment and resources necessary to continue taking the fight directly to ISIL. Many of us on this committee will be sending a letter to the administration on this urgent issue of concern, and we invite all of our fellow committee members to join us on that letter.

I think there was a consensus on both sides yesterday after the meeting with King Abdullah that we would send a letter out this morning. That letter will be distributed to the members for your perusal and signature so we can get that letter out as soon as possible, and I thank all members of the committee for their cooperation.

And I'd also like to add that if legislation is required in order to achieve the goals that King Abdullah articulated to us yesterday as absolutely necessary to defend his nation, we will be considering that legislation as well as soon as possible, and I thank all members.

The Senate Armed Services Committee meets today to consider the nomination of Dr. Ashton B. Carter to be secretary of defense. At the outset, I'd like to express my sincere gratitude to Chuck Hagel for his

years of service as an infantry sergeant in Vietnam, as a United States senator from Nebraska, and as our nation's 24th secretary of defense.

Chuck Hagel is a patriot, an honorable public servant, and during his leadership at the Pentagon, the men and women of our armed services have had a true ally who always put their interest first. This committee wishes Chuck the best in his future endeavors.

Dr. Carter, even in the best of times, the position for which you have been nominated is one of the most challenging in government. So, I'd like to thank your wife, Stephanie, and your children, Will and Ava, for being here today and for loaning you to our nation and service once again.

Dr. Carter is one of America's most respected and experienced defense professionals. He has served as assistant secretary of defense for global strategic affairs, under secretary of defense for acquisition technology and logistics, and most recently as deputy secretary of defense. In these positions, I have known him, and members of the committee have known him, to be an honest, hardworking and committed public servant.

I've had the opportunity to work together with Dr. Carter on several issues of shared concern, especially trying to reform the defense acquisition system, improving financial management of the department and rolling back sequestration. And on these and other issues facing the nation, we all look forward to having you as our partner once more, Dr. Carter. But. I must candidly express concern about the task that awaits you if confirmed and the influence you would have on some of the most critical national security issues facing our nation.

Two of your predecessors, Secretary Gates and Secretary Panetta, have severely criticized White House micro management of the Defense Department and over centralization of foreign and defense policy. According to numerous news reports, Secretary Hagel experienced similar frustrations with the insular and indecisive White House national security team over issues ranging from ISIL, to Ukraine, detention policy to sequestration. Dr. Carter, I sincerely hope the president who nominated you will empower you to lead and contribute to the fullest extent of your abilities, because, at a time of multiplying threats to our security, America needs a strong secretary of defense now more than ever.

MCCAIN: America's confronted today with a diverse and complex range of national security challenges. Iran is on the march and Iraq, Syria, Yemen and elsewhere across the Middle East, ISIL continues to expand its influence and control of territory as the new director of Defense Intelligence Agency recently testified to Congress.

A revisionist Russia and a rising China each seek in their own ways presents challenges to liberal international order as we've known it since the end of World War II, a system that cherishes the rule of law, maintains free markets and free trade and relegates wars of aggression to their rightful place in the bloody past.

Amid the present upheaval and conflict, American disengagement can only produce more turmoil and increase in the chance of large scale American interventions at greater cost in blood and treasure. That's why we need a coherent national security strategy incorporating all elements of America's national power to sustain and defend the international order that has produced and extended security, prosperity and liberty across the globe.

Crafting a reality-based national security strategy is simply impossible under the mindless mechanism of sequestration. Despite the growing array of complex threats to our security, we are on track to cut $1 trillion out of America's defense budget by 2021. Readiness is falling across the services, and moral is

falling right along with it. Army and Marine Corps end strength is dropping dangerously low. The Air Force is the oldest and smallest it's ever seen. The Navy's fleet is shrinking to pre-World War I levels. And, last week, each of our service chiefs testified before this committee that American lives are being put at risk due to sequestration.

Sequestration represents a failure to meet our most basic constitutional responsibility to provide for the common defense. America's military can no longer be held hostage to domestic political disputes totally separated from the reality of the threats we face. More than three years after the passage of the Budget Control Act, it's time to put an end to this senseless policy.

Rolling back sequestration is necessary to provide our military the strategy-driven budget necessary to confront what the threats we face, but it will never be enough without reforming how the department procures major weapons systems. Many of our military's challenges today are the results of years of mistakes and wasted resources.

For example, over here, the Army's future combat system was initially estimated to be a $92 billion project to modernize into a cohesive network new Army vehicles and radios. But it more than doubled its price to $200 billion without ever getting off the ground. Secretary Gates and Congress wisely canceled future combat systems, but only after spending $20 billion with nothing to show for it.

Between these four systems -- the next chart up there, please -- between these four systems, future combat systems, expeditionary fighting vehicle, Comanche helicopter and the VH-71 presidential helicopter, we spent $40 billion with nothing to show for it. That's $40 billion of training and equipment our military doesn't have today to confront the threats we face.

The problem continues today. The cost of the evolved expenditure -- expendable launch vehicle has exploded from around $100 million per launch to $400 million per launch over the last 15 years after the Air Force allowed years of sole source contracts while, especially over the last few months, actively keeping out any other companies from competing.

Hopefully this year we will see the Air Force certify a new entrant and this competition can finally bring down cost and end our reliance on Russian rocket engines. Like many programs that proceeded it, LCS' cost overruns followed predictably from a chronic lack of planning from its very outset in three key areas: undefined requirements, unrealistic initial cost estimates and unreliable assessments of technological and integrated risk.

MCCAIN: The Gerald Ford class nuclear aircraft carrier was originally supposed to cost $10.5 billion. It will now cost $12.9 billion, a $2.4 billion increase, and we have no assurance such increases will not plagued the follow on ships. This is unacceptable.

The F-35 Joint Strike Fighter was originally estimated to cost around $220 billion to research and engineer and build 2,800 airplanes. Now we're going to spend more than $330 billion, a 50 percent increase, to buy 400 fewer airplanes.

Even more astounding than the amount of money squandered and wasted is the fact that in each of the weapons system cases I have mentioned, no individual has been held responsible for these massive cost overruns and egregious acquisition failures.

And the result has been the slow degradation of America's defense technological advantage, which we lose all together if we persist with business as usual in our acquisition policies. This must change. It will be a priority for this committee and for me personally to change it.

Dr. Carter, I look to you as a partner in all of these endeavors. If confirmed, I hope you will provide independent leadership and work closely with the Congress on the issues that matter most, crafting a coherent national security strategy to meet today's threats, rolling back sequestration, continuing to reform the defense acquisition process, modernizing our military compensation system and many others.

I thank you deeply for your willing to serve once -- to serve once again and I look forward to your testimony today.

Senator Reed.

REED: Thank you very much, Mr. Chairman.

Let me join you in extending our condolences to the families of the brave Jordanian pilot and to the people of Jordan.

And let me welcome Dr. Carter and thank him for his willingness to once again serve the nation.

I also want to welcome Stephanie and Avery and Will (ph) and thank them for their sacrifice and service to the nation.

Let me also recognize my colleague and friend, Joe Lieberman.

Thank you, Senator, for being here today.

Dr. Carter, as the former Secretary -- Deputy Secretary of Defense and Undersecretary for Acquisition Technology and Logistics, you are uniquely qualified to lead the Department of Defense at a time when, as Henry Kissinger said last week here, the United States has not faced a more diverse and complex array of crises since the end of the Second World War.

If confirmed as Secretary of Defense, you'll be advising the president, leading the Defense Department and working with our allies on a staggering number of complex international challenges to our national interests.

Iran: while the Secretary of Defense is not a party to the negotiations relating to Iran's nuclear program, the secretary will undoubtedly be responsible for any number of potential contingencies relating to the consequences of different outcomes of these negotiations.

In the event of a breakdown in the negotiations, the consequences could alter the face of the region for generations and generations.

ISIL: ISIL's depraved and violent campaign in Iraq and Syria to establish an extremist caliphate threatens to erase borders, destabilize the region and create a breeding ground for foreign fighters willing to return to the West to carry out attacks against the United States' interests.

The department must provide critical leadership in a coalition effort that includes Arab and Muslim states to degrade and defeat ISIL while being careful to ensure that the U.S. does not end up owning the conflict in Syria and elsewhere.

Afghanistan: the hard won games of the past decade are significant but remain fragile. With Afghan security, our forces are taking over -- the Afghan forces are taking over responsibility for combating the Taliban and securing Afghanistan.

However, the United States forces, with our coalition partners, must transition to a more limited mission of training and assisting the Afghan forces and conducting counterterrorism operations.

Yet it remains to be seen whether conditions on the ground in Afghanistan will improve sufficiently by the end of 2016 to warrant the pace of further reductions under the current plan.

Ukraine: Russia's aggression against Ukraine challenges order and progress in Europe. In the past few days, separatists in Eastern Ukraine with substantial Russian equipment training and leadership have abandoned any pretext of a cease-fire and launched a broad offensive against Ukrainian forces.

The United States must determine how to best support the Iranian forces and people in defending their country.

Cyber: For years now we have devoted significant attention to the looming and complex challenge of cyber warfare. The attack on the Sony Corporation in America, however, was, in important respects, a watershed event that should stimulate fresh, critical thinking.

This attack demonstrates that a relatively small and weak rogue nation can reach across the ocean to cause extensive destruction of a U.S.-based economic target and very nearly succeed in suspression -- freedom of expression through cyberspace.

The real and manifest advantages of the offense over the defense in cyber warfare that enabled military inferior nations to strike successfully against the homeland is a new and worrisome factor for national security.

These issues are only a few of the external challenges facing the Defense Department but there are also significant internal challenge that must be addressed.

Sequestration: last week before this committal -- committee, General Maddux said, "No foe in the field can wreak such havoc on our security that mindless sequestration is achieving today."

General Odierno informed this committee that only one-third of armored brigades are ready to fight.

General Wells testified that less than 50 percent of our combat squadrons are fully combat ready.

Sequestration threatens not only our national security but risks damage to our public safety, health, transportation, education and the environment. While the department manages for these difficult fiscal realities, Congress must find a balanced and bipartisan solution and repeal sequestration.

Rising costs: and the chairman has alluded to this very succinctly and very directly. Even without sequestration, the Defense Department will have to tackle rising costs, including personnel costs, which consume a third of the Defense Department's budget.

Yesterday this committee heard the testimony of the Military Compensation and Retirement Committee. Their recommendations are far- reaching and would fundamentally change military personnel benefits. But these recommendations must be carefully considered because changes must occur to ensure the department can properly train and equip its fighting men and women.

The other major cost problem (ph) in the Defense Department is acquisition, whether the department has implemented significant acquisition reforms, many under your leadership, defense acquisition still takes too long and costs too much.

We can and we should do more to streamline and improve the system. And finally, but most importantly, if confirmed as Secretary of Defense, you will be leading 1.3 million active duty military, 820,000 reserve and Guard and 773,000 civilians.

They are tired and overtaxed from a decade of war in years of fiscal uncertainty. They are wrestling with the same issues as civilian society, issues like sexual assault and suicide. Yet they are committed to protecting this nation and remain the finest force in the world.

Dr. Carter, I look forward to discussing these and other issues with you and thank you for your service.

MCCAIN: Thank you, Senator Reed,

I note the presence of our beloved friend and former colleague, a member of this committee since the Coolidge administration and we're very happy to have him here this morning, our beloved friend, Joe Lieberman.

Senator Lieberman.

LIEBERMAN: Thanks, Mr. Chairman. And it was a great comfort to me when I arrived during the Coolidge administration to find that you had already been here several years.

(LAUGHTER)

I must say I'm delighted to be here. And it's really somewhat sentimental for me to be here. I appreciate very much the opportunity.

It's a privilege for me to appear before the Senate Armed Services Committee today to introduce Dr. Ash Carter. This is not the first time I have had this privilege. In fact, it is the third time. The first was on March 26th, 2009, when Ash was nominated to be Undersecretary of Defense for Acquisition Technology and Logistics.

Second was on September 13th, 2011, when he was nominated to be Deputy Secretary of Defense.

So today I suppose I could say I don't think I've ever been so pleased to be asked to repeat myself as I am honored to have been by Ash Carter to introduce him to you as President Obama's nominee to be the 25th Secretary of Defense of the United States of America.

Ash Carter graduated from Yale College summa cum laude with a unique combination of majors: physics and medieval history.

During his time as a Rhodes scholar at Oxford, he temporarily resolved the question of -- which was on everyone's mind, I'm sure -- about whether he was primarily a historian or a physicist. He earned a doctorate at Oxford in theoretical physics.

Nevertheless, to confound observers and the prognosticators, he went on to become the chair of the International and Global Affairs faculty at Harvard at the John F. Kennedy School of Government and co-director of the Preventive Events (ph) Project at the Kennedy School's Belfer Center.

Mr. Chairman, Senator Reed, it would really be hard to find someone to serve as Secretary of Defense who combines as much practical Pentagon experience with so deep a background in national security policy as Ash Carter.

LIEBERMAN: The fact that you have convened this morning to consider his nomination means that the talents and abilities of a brilliant and extraordinary strategic thinker and public servant and administrator can again be put to use for our nation.

It also means, as you've said, that Ash Carter has again chosen, with the support of his wife and family, to answer the call to duty to serve our country.

Over the past 30 years, Dr. Carter has worked directly or indirectly for virtually every secretary of defense, no matter the political party of the secretary. He knows the department he has been asked to lead very well and therefore can begin leading it on day one.

From 1993 to 1996, Ash served as the assistant secretary of defense for international security policy. During that time, he worked on the landmark Nunn-Lugar arms control program, and I got to know him when we traveled together with Secretary of Defense Bill Perry and Senators Nunn and Lugar to the former Soviet Union to observe them destroying nuclear submarines and dismantling missiles and missile sites as part of Nunn-Lugar.

I think we actually bonded personally at one dinner hosted by the high command of the Russian military, in which I believe it's accurate to say that Ash and I were the only two members of the American delegation to keep up with the vodka toasts of friendship with our Russian colleagues.

When -- when I think back to those days and you think of -- what's happening in Russia today and what Russia is doing outside its borders, those memories are really quite poignant. Too much has changed for the worse.

But in thinking about introducing Ash today -- he's done so much -- it's important to note that he spearheaded some developments during that period of time, particularly the removal of nuclear weapons from Ukraine, Kazakhstan and Belarus, which, needless to say, have and continue to make our world a lot safer than it would otherwise be.

Speaking of travel, Ash had the good judgment, Mr. Chairman, to come with us several times to the Munich Security Conference. And I must say, watching him there, I was impressed by the range and depth of his relationships with the top level of particularly military but also foreign-policy leaders of our European allies in NATO.

I would say -- and I would guess that members of the committee would agree -- that Ash Carter's most important contributions during his past Pentagon service have been in American lives saved on the battlefield.

He was the driving force in providing 6,500 MRAP vehicles to our troops in Afghanistan in record time, an action that saved many lives and gave our troops the confidence that there was someone in Washington who was working for them.

Ash Carter's fierce dedication to our warfighters is well-known and I think will be one of his greatest legacies.

More broadly, the improvements he brought about in the Pentagon acquisitions process show his mastery of this complex and critical field and will make him an excellent partner for you, Mr. Chairman, in the continuing work that I know you, Senator Reid, and this committee want to do to improve defense procurement.

Dr. Carter's service on boards and commissions includes the Defense Science Board, the Defense Policy Board, the secretary of state's International Security Advisory Board and the Congressional Commission on the Strategic Posture of the United States.

Ash Carter has been accurately described as a man for all seasons, a man of enormous talents and experiences. It is also true that he has made choices in his life about how he has used his talents and experiences. He has chosen to go where his intellect, his values and his patriotism have called him.

We are fortunate indeed that President Obama has nominated Dr. Carter to be our next secretary of defense, and if I may say so, the president is fortunate that he will have so experienced a leader at the Pentagon and so wise an adviser in the inner councils of this administration, all of which explains why I'm so truly honored to introduce Ashton Carter to this great committee at this time.

Thank you.

MCCAIN: Thank you very much, Senator Lieberman. Always glad to have you here, and if you'd like to take a seat on the dais, we'd welcome it.

Dr. Carter, welcome.

CARTER: Thank you, Mr. Chairman, Ranking Member Reid, all of the distinguished members of this committee. Thank you all. Thank you for inviting me to appear before you as President Obama's nominee to be secretary of defense. I'm honored by his trust and confidence and also by the prospect of serving once again the troops and the country that I love so much.

If confirmed, I will take the office of secretary of defense after one of our nation's most honorable and conscientious public servants, Chuck Hagel.

I worked for Secretary Hagel, and I've known him for decades, though not over all of the many decades he served our country.

Among the many traits I admire in Secretary Hagel is the tireless care with which he carried out the most solemn duty of secretary of defense, which is to the relatively few brave young and women -- young men and women who defend the rest of us.

I also thank Senator Lieberman for his warm and generous introduction -- as he noted, it's not the first time he's done so -- but especially for his service to this body and to the nation over many years. Thank you, sir.

My perfect wife, Stephanie, and wonderful children, Will and Ava, are behind me, as they always are every day, and I thank them.

The president frequently notes that America has the greatest fighting force the world has ever known. To the men and women of the Department of Defense who make it so and to this committee, which watches over them, I pledge that if I'm confirmed as secretary of defense, to keep faith with the dedication that brought them in to service, to ensure that their training and equipment are as superb as they are, that the wellbeing, safety and dignity of each of them and their families is fostered and respected and that decisions about when and where they're sent into harm's way are made with the greatest reflection and care. The principle reason that Stephanie and I made a U-turn in our life to accept the offer of nomination is our respect and devotion to them.

To Chairman, members of the committee, I'll be brief.

If confirmed as secretary of defense, my responsibilities would be to protect America and its friends and allies in a turbulent and dangerous world.

At the same time I never lose sight of the fact that the United States remains the strongest, most resilient and most influential nation on Earth.

We do indeed have the finest fighting force the world has ever known. We have an innovative economy that has long set the pace for the rest of the world. Our country has friends and allies in every corner of the world, and our adversaries have few. This is clear testimony to the appeal of our values, our principles and our leadership.

All this makes me proud and hopeful and determined to grab hold of the bright opportunities in front of us as well as to counter the very real dangers we face.

CARTER: These dangers, as the chairman has noted, include continuing turmoil in the Middle East and North Africa and the malignant and savage terrorism emanating from it, an ongoing war in Afghanistan, the reversion to old-style security thinking in parts of Europe, the longstanding tensions from the past and the rapid changes in Asia and the continuing need for the stabilizing role of the United States in that region, which are so important to the future, the continuing imperative to counter the spread or use of weapons of mass destruction and new dangers in new domains like cyber, as noted by Senator Reed.

Strategy -- strategy needs to keep all of these problems in perspective and to craft lasting approaches to each of them. I have promised President Obama that if I am confirmed, I will furnish him my most candid strategic advice.

In formulating that advice, I intend to confer widely among civilian and military leaders, including on this committee, experts and foreign partners. And when the president makes a decision, I will also ensure that the Department of Defense implements it with its long-admired excellence.

I will also ensure that the president receives candid, professional military advice. This is not only consonant with the law, as written in this very committee, but with good sense since our military leaders possess wide and deep experience and expertise. The law also prescribes the chain of command, and if I'm confirmed as secretary of defense, I will be a stickler for the chain of command.

I'd also like to say a word about the defense budget. Chairman, members of the committee, I very much hope that we can find a way together out of the wilderness of sequester. Sequester is risky to our defense. It introduces turbulence and uncertainty that are wasteful, and it conveys a misleadingly diminished picture of our power in the eyes of friends and foes alike.

I'm not familiar with the details of the 2016 budget submitted just a couple days ago, and if confirmed, I will come back here for a full posture hearing to discuss them. But I strongly support the president's request for relief from sequester caps in 2016 and through the future year defense plan. If confirmed, I will do my part to assist the president in working with Congress to resolve the overall issues of the country's fiscal future of which the defense budget is a part.

But, I cannot suggest support and stability for the defense budget without, at the same time, frankly noting that not every defense dollar is spent as well as it should be. The taxpayer cannot comprehend it, let alone support the defense budget when they read, as the chairman has noted, of cost overruns, lack of accounting and accountability, needless overhead, and the like.

This must stop. Every company, state, and city in the country has had to lean itself out in recent years, and it should be no different for the Pentagon. And in this matter, I know I'm echoing Chairman McCain, Senator Reed and this committee, which has long called for and taken concrete action on reform of acquisition and other parts of the defense enterprise in the Weapons System Acquisition Reform Act of 2009, and before that, dating back to the Packard Commission, and the Goldwater Nichols Act.

I began my own career in defense in connection with the implementation of the Packard Commission's recommendations. The issues and solutions change over time as technology and industry change. They extend from acquisition, which was highlighted by the chairman and programs like future combat systems and the presidential helicopter, which I canceled, I signed the cancellation orders for in 2009 -- to the Ford aircraft carrier, which Senator McCain also noted, which was not satisfactorily solved and still not its overruns, and I agree with the chairman in that regard. We got a lot of work to do.

The issues and solutions for acquisition reform change over time as technology and industry change, as I noted. They extend from acquisition, and this is important, to all other parts of the defense budget. Force size, compensation and training, as well as equipment. If confirmed as secretary of defense, I pledge to make needed change in the Pentagon, but also to seek support from Congress, because I know that in the end, Congress holds the power of the purse.

I look forward to partnership with this committee, and what can be a period of historic advance. Mr. Chairman, Senator Reed, members of the committee, thank you. Thank you for giving me the opportunity to come before you. If confirmed, I will seek out your thoughts, perspectives and combat experiences to help me do the best job. Thank you.

MCCAIN: Thank you very much, Dr. Carter. And we will have multiple rounds, but we'll have short ones, five minutes, because that will give more opportunity for members to ask questions. And, in about an hour, Dr. Carter would -- needs a short break. As we all know, he's recovering from recent surgery. So, we'll take a break then for as long as you need, and we will go in to this afternoon so that all members are able to answer -- ask sufficiently the questions that they have.

And to start with, Dr. Carter, members of this committee met with King Abdullah yesterday. He made a graphic statement about needing some weapons and the difficulties he's having with those, and we will be signing a letter this morning. And, as I said, it may require some legislation. But are you aware of the problems that Jordanians are having with acquiring some of the weapons that they need?

CARTER: I'm not, Mr. Chairman. I learned of them -- this morning, as well. And, if I'm confirmed, I definitely want to find out what they are and -- and resolve them because we need partners on the ground to beat ISIS. And the Jordanian people have clearly reacted the way that -- encourages -- us to support them in combating what is really a savage and nasty...

MCCAIN: Thank you. Last week, General Mattis was before this committee. He said in Afghanistan we need to consider if we're asking the same outcome there as we saw last summer in Iraq. Should we pull out all our troops on the administration's proposed time line and the gains achieved at great cost against our enemy in Afghanistan.

On reversal, General Keane said all we accomplished in Afghanistan will be at risk as it was in Iraq if the troops are pulled out not based on the conditions on the ground. How can we not learn the obvious and painful lessons from Iraq? Do you have a position on the withdrawal from Iraq? Do you believe that it should be calendar based, as it is now, or should we be looking at the conditions on the ground to base those decisions?

CARTER: Excuse me. Mr. Chairman, thank you, and also thank you for your consideration about the back, I appreciate that.

The campaign in Afghanistan has been close to my heart for all the time that I've been associated with the Department of Defense. I've been there a number of times. I think that success is possible there, but, as you indicate, requires the United States to -- to continue its campaign and finish the job.

I understand we have a plan. The president has a plan. I support that plan. At the same time, it's a plan. And if I'm confirmed, and I ascertain as the years go by that we need to change that plan, I will recommend those changes to the president.

MCCAIN: Well, all I can say is, it's not a matter of years. It's a matter of weeks, actually, because one of the major withdrawals is going to start this coming June. And -- so I hope that you will assess that as quickly and as carefully as possible. In his testimony to the committee this week, Dr. Kissinger said, quote, "In the Middle East, a multiple of evils are unfolding simultaneously. Iran has exploited this turmoil to pursue positions of power within other countries."

Do you agree with that?

CARTER: Yes, I do.

MCCAIN: Do you believe that we need to have a strategy to combat ISIS and the continued successes in many respects that they are achieving?

CARTER: Absolutely.

MCCAIN: Do you believe we have a strategy at this time?

CARTER: I believe I understand our strategy at this time, Mr. Chairman. I also have the intention, again, if confirmed, to make it my first priority to go there, to talk to our leaders, military leaders there, to confer with you...

MCCAIN: What do you understand the strategy to be?

CARTER: ... and to -- I think the -- a strategy connects ends and means, and our ends with respect to ISIL needs to be its lasting defeat. I say lasting, because it's important that when they get defeated, they stay defeated. And that is why it's important that we have those on the ground there who will ensure that they stay defeated, once defeated.

It's different on the two sides of the border. It's one enemy, but it's two different contexts, Mr. Chairman. In Iraq, the force that will keep them defeated is the Iraqi security forces. That's -- thus, our strategy is to strengthen them and to make them that force.

On the Syrian side, not to take too long about it, we are trying to build the force that will keep them defeated. And that's gonna be a combination of moderate Syrian forces and regional forces.

MCCAIN: Well it sounds like -- it doesn't sound like a strategy to me. But maybe we can flesh out your goals. It sounds like a series of goals to me.

Do you believe we should be supplying arms, defensive arms, to Ukrainians?

CARTER: I very much incline in that direction, Mr. Chairman, because I think we need to support the Ukrainians in defending themselves. I -- the nature of those arms, I can't say right now, because I don't have -- I haven't conferred with our military leaders or Ukrainian leaders. But I incline in the direction of providing them with arms, including to get to what I'm sure your question is, lethal arms.

MCCAIN: Thank you very much, Dr. Carter.

Senator Reed?

REED: Thank you very much, Mr. Chairman.

One way to evolve a strategy is to first look at the threats.

So, let's -- the Middle East, do you believe the most immediate threat there to U.S. interests and to the region is ISIL?

CARTER: I hesitate to say ISIL only, because in the back of my mind is Iran, as well. So I think that we have two immediate, substantial dangers in the Middle East. One is ISIL and one is Iran.

REED: In terms of our current military operations, they are clearly directed at ISIL.

CARTER: That's true.

REED: Is that the appropriate response at this moment to the threats in the region?

CARTER: It is.

REED: And, as you point out, there are two theaters. One is Iraq, where we have more traction, and the other is Syria. So that you would think in terms of responding to the threat that our actions are vigorous support of the current Iraqi government is appropriate in responding to this ISIL threat?

CARTER: It is appropriate. If I, as I said, I -- whether and how to improve it will be my first job if I'm confirmed as secretary of defense.

REED: One of the issues in particular with respect to Iraq is that not only improvement as you suggest in your comments, the long- term defeat of ISIL rests not just on military operations but on political arrangements.

And what we've witnessed in Iraq, particularly, it was a political arrangement that consciously and deliberately degraded the Sunni population, at least that's their perception, and it gave rise.

So, would you acknowledge that part of our strategy has to be constituting an Iraqi government that is perceived by its own people as being a bit fairer and inclusive?

CARTER: Absolutely. That's what the previous government of Iraq did not do. And that was instrumental in their military collapse.

REED: And one of the issues that complicates, as you pointed out, in terms of Iran being a strategic issue of the United States in the region, is their relative influence in Iraq and throughout the region was enhanced over the last several years by the government in Iraq. By the Maliki government. Is that accurate?

CARTER: That's accurate, yes.

REED: So we are now in a position of -- of trying to essentially contain the regional ambitions of the Iranians and kinetically defeat the Sunni radical Islamists, is that the strategy?

CARTER: Yes, that sounds right.

REED: And you understand that, and that to you is a -- is a coherent strategy?

CARTER: It is. Yes.

REED: Now, that means that, you know, you're prioritizing or the administration is prioritizing these actions you've talked about, and building over time capability in Syria.

In terms of using your scarce resources in addressing the most serious threats, is that a coherent response in your mind?

CARTER: I think it is the beginning of a strategic response. I think that, as I noted, on the Syrian side of the border, the assembling of the force that is gonna keep ISIL defeated there is -- we're in an early stage of trying to build that force. We are participating in the building of that force. But I think it's fair to say that we're at an earlier stage there. On the Iraqi side, we have the existing Iraqi security forces.

REED: Let me...

CARTER: Mr. -- Senator Reed, if I can just note one other thing?

REED: Please.

CARTER: It may be something I missed in your line of questioning. There is an issue looming over this which is the role of Iraq in the whole region -- I mean Iran, excuse me, in the whole region, which is why I pointed that out at the beginning. That is a serious complication.

REED: I agree.

Let me turn to the issue of Ukraine, where the chairman raised the issue of providing weapons systems to defend or allow the Ukrainians to defend themselves.

But weapons systems have to be clearly differentiated from a commitment of American military personnel. Would that be a clear line of demarcation that you would draw?

CARTER: Excuse me. I was suggesting the provision of equipment to the Ukrainian military, yes.

REED: Thank you very much, Dr. Carter, for your service.

And, Mr. Chairman, thank you.

MCCAIN: Senator Wicker?

WICKER: Thank you very much.

And thank you for your testimony, Dr. Carter. I look forward to supporting your confirmation. I look forward to working with you.

At a point some two or three years ago, the Pentagon, along with the administration, made a decision to rebalance to the Asia Pacific. So I want to ask you about that.

Would you agree that our challenges with regard to an expansionist Russian agenda, the situation in Eastern Europe and other areas near the former Soviet Union, have become more challenging, and that also, our challenges in the Middle East are more problematic now than when the decision was made to pivot to the Asia Pacific?

CARTER: You're absolutely right. The issues in the Middle East and in Ukraine have developed since we first formulated that rebalance. That's true.

WICKER: And to the extent that -- well, tell me this, how do you understand, as a prospective secretary of defense, the rebalancing to the Asia Pacific will actually work? And can we afford to move resources from -- from Europe and the Middle East to the Asia Pacific, given the circumstances that we see today, in 2015?

CARTER: Thank you. Thank you for that question.

The rebalance to the Asia-Pacific region, as the term goes, is, in my eyes, a commitment to continue the pivotal American military role in the Asia-Pacific theater, which has kept peace and stability there for decades now.

It has been that American underwritten peace and stability, in a region where there are still many historical animosities and unhealed wounds of the past, it is that stability underwritten by the United States that has allowed the Japanese miracle and the South Korean miracle and the Southeast Asian miracle, and today the Chinese and Indian miracle. It is thanks to us that that environment has been created.

And in a sentence, I think the rebalance is a commitment to keep that going.

CARTER: Now you asked can we do -- can we do that and keep our commitments in the Middle East and to Europe at the same time.

And my -- my view is that we can and must, and let me say why that's possible.

I think that while ISIL and events in Ukraine are terribly important in their own regard and require a lot of attention and take a lot of attention -- they're on the television, they're in the headlines and so forth, and the Asia Pacific is not -- we have to remember that half the population of the world and half of its economy is in that region, and our military presence there -- the naval presence, the air presence, our allies and partnerships finding new allies, building new partnerships, conducting exercises -- those things can be done at the same time that we're doing what we need to do in Ukraine and that we're -- we're doing what we need to do in Iraq and -- and -- and Syria.

So I think the world needs to know the United States can do more than one thing at once and we can keep our commitments there.

WICKER: Is it going to be necessary to move resources from the Middle East and -- and from concern over -- over Europe and Russia to the Asia Pacific, to move resources?

Sounds like you're proposing a continuation of longstanding, ongoing policy.

CARTER: Well, it is a longstanding, ongoing policy, but to keep the American military predominance in the Asia Pacific requires us continually to modernize and add to what we have there.

We're adding ships, we're adding electronic warfare, that is, we're improving our forces qualitatively, we're investing in them a new bomber, which is importantly intended for that theater, which I think is very important.

So we're buying new capabilities that won't necessarily have a role in the Middle East or in NATO but are principally designed for that theater, and I think we need to keep those investments going.

WICKER: You don't advocate a diminishment of the resources we're spending with regard to the Middle East or Russia and Europe at this point, do you?

CARTER: No, I think we need to keep our investments going. When -- when it comes to date-to-day employments -- I don't want to get into too much detail here, but I'm sure you know this -- when it comes to day-to-day deployments and the location of ships and so forth, we do move back and forth between the Gulf and the Pacific, and so there is some tradeoff there on a day-to-day basis.

But in terms of our fundamental investments in new capabilities and remaining ahead of any other military opponent, including in Asia, and in our building and strengthening our alliances with Japan, with South Korea, with the Philippines, with Australia, with Thailand and new partnerships with other countries like India, we need to keep all that going. It's an important part of the world.

WICKER: Thank you, sir.

MCCAIN: Senator Donnelly?

DONNELLY: Thank you, Mr. Chairman.

Thank you and your family, and I also want to thank Secretary Hagel for his service as secretary of defense and to our nation. He took the point in Vietnam, he took the point for our Defense Department, and we're grateful for what he's done.

I was privileged to travel with some other senators recently to the Middle East, and we talked to a number of the nations there.

And I just want to make sure that in your mind, do you believe when we look at -- at ISIS, our goal should be to eliminate them on a permanent basis?

CARTER: Yes, I do.

DONNELLY: One of my concerns is -- is time, and what I mean by that is when you look at the map of where they were a year ago, where they are now, they've substantially grown, and so we have windows that we're working in.

And when we look at our plan, I'm concerned about how -- when you look at the depth and the size of our plan, that what it really does -- they have 30,000 -- we're talking hundreds -- it gives them time to grow even more, and you worry about a tipping point where X cross Y -- crosses Y, and they become much more difficult.

So what kind of time plan are you looking at to -- to get movement on this?

CARTER: I -- I think it's important to strike back at ISIL, as we're doing from the air, but to begin to retake territory as soon as we can build the forces on the ground, which will be local forces, that are capable of sustaining defeat when we have achieved defeat in a given location.

So I hope that in coming months -- and I -- again, I'm not in a position to have any special information about this or talk to our commanders or so forth -- but I -- it's my understanding that in coming months the Iraqi security forces, assisted by us, will begin to take back territory from ISIL.

And I think you're right that it's -- it's important to get that territory back soon, because you don't want them to settle in, and you don't want the population to settle into having ISIL rule them in their barbaric way.

DONNELLY: And when we talked to the king yesterday and to others in the region, what they said is, "We're not asking you to fight our battle, but we need you as a partner shoulder to shoulder to help us train, to help us plan, to help us implement."

Is that what you see our ground role as?

CARTER: Yes, I think exactly right.

You're referring to the assistance we provide to the Jordanians, if I understand...

DONNELLY: Right. And to the other nations who are looking at the same thing.

CARTER: That's right.

DONNELLY: One of the things we had testimony on yesterday was in regards to -- switching themes a little bit -- the DOD and V.A. with drug formularies.

We lost 479 young men and women to suicide in 2013 who were in the -- who were in the military. We lost 132 in combat. We don't want to lose anymore.

So part of what General Chiarelli was telling us is that with the drug formularies, it causes dramatic change for those who are coming off and going in to the V.A. All of a sudden they look up, they're -- they're being forced on different drugs and stuff.

As secretary of defense, are there things you can do to help us with that?

CARTER: I think there definitely are and -- and -- and must -- must be.

I think the relationship between the Department of Defense and the Department of Veterans Affairs has to be a relationship like this, because it's -- it's one soldier. They cross the boundary from one to the other when they move and become a veteran, but it's one soldier.

And so I am familiar, that is, I remember from years back when I was in the department of this question of the difference formularies. People call -- DOD calls a drug one thing, and V.A. calls it another thing, and they have one set of dosages...

(CROSSTALK)

DONNELLY: And our -- and our troops...

CARTER: ... and we've got to get these together. It's one patient. It's one patient.

DONNELLY: They get lost in the shuffle.

CARTER: Exactly.

DONNELLY: And it's at a most critical time to them personally, and so your absolute commitment to that -- and I know it is -- is -- is going to be critical.

I wanted to ask you one other thing, as I'm starting to get a little short on time, and that is your expertise in -- in the nuclear area.

And I was wondering if you're familiar with the report issued by Madelyn Creedon and Rear Admiral Fanta. They did a department-wide nuclear enterprise review. It is classified, but it is very sobering.

And I just want to make sure that -- I didn't know if you'd seen it yet. If you have, will you take ownership of the issue and ensure its findings are addressed?

CARTER: Thank -- thank you, Senator. I have not had access to that particular report, but with respect to the nuclear enterprise, I have a long history in that regard and am a strong believer in a safe, secure and reliable nuclear arsenal for the United States. And that encompasses both the nuclear weapons themselves, it -- and the delivery systems of the Department of Defense and the command and control systems for it.

So I can well understand if they're calling attention to the enduring need to make that a priority -- that's -- that's -- that's another thing that's not in the newspapers everyday. Thank God nuclear weapons being used aren't in the newspapers everyday. But it's a bedrock of our security, and we can never forget that.

And so continuing quality and excellence in the nuclear enterprise is very important. I am committed to that.

MCCAIN: Senator Ayotte?

DONNELLY: Thank you.

AYOTTE: I want to thank the chairman.

I want to thank you, Dr. Carter, for all your service to the nation and your willingness to serve again.

I would like to ask you about -- according to the director of national intelligence, we know that at least 107 terrorists who were formerly detained at Guantanamo and then released have been confirmed of reengaging in terrorism, and in fact, an additional 77 are also suspected of that. In fact, we know that public reports tell us that at least two Guantanamo detainees have also joined ISIS.

AYOTTE: And so what I would like to ask you, number one, there were reports that Secretary Hagel said that he was under pressure to increase the pace of transfers of Guantanamo detainees by the administration. And as you know, the statute says that you, as the incoming secretary of defense, will have to make the determination.

And only if you determine that the actions -- there's a whole set of factors, but in particular, you have to determine that actions that have been or are planned to be taken will substantially mitigate the risk of such an individual engaging or re-engaging in any terrorist or other hostile activity that threatens the United States or United States persons or our interests, or I would assume our allies, as well.

And so, I would ask you, Secretary Carter, soon-to-be Secretary Carter, thank you, but, I would ask you to tell us and to make a commitment to this committee that you will not succumb to any pressure by this administration to increase the pace of transfers from Guantanamo.

Will you commit to that?

CARTER: Absolutely, Senator.

AYOTTE: And I would also ask you to commit to this committee that you will take with the utmost seriousness. because we had General Mattis before the committee the other day and he expressed deep concern over the notion that one of our men and women in uniform could confront a terrorist that we had previously captured and the implications to them, that you will commit to this committee and to all of us that you will not allow the release of someone that you think could re-engage in terrorism so that our men and women in uniform will be confronted with them again.

CARTER: I do, Senator. I understand my responsibilities under that statute, and I'll, as in everything else I do, I'll play it absolutely straight.

AYOTTE: We appreciate that. That's very important, because we have seen an accelerated release of detainees, and as you know, there have been public reports about one of the Taliban five re-engaging in terrorist activities.

So this is something that I think is of utmost importance. The last thing one of our men and women in uniform should confront is a terrorist that we had previously captured. And I know you agree with me on that.

CARTER: Yes.

AYOTTE: I wanted to follow up on the aid to Ukraine, and I really appreciate the comments that you made that you are inclined to support lethal aid to Ukraine.

And when we met in my office, you had told me that you were actually there and involved in the signing of the Budapest memorandum in 1994.

CARTER: I was.

AYOTTE: Is that right?

CARTER: That's right.

AYOTTE: And so, as you look at what's happening in Ukraine and having been there for the signing of that memorandum, what are the implications, given that the Ukrainians gave up their nuclear weapons in return for the assurances not only from the United States of America, but Russia, who has clearly violated blatantly the Budapest memorandum, if we don't support Ukraine?

Given that we want -- we do not want more nuclear proliferation around the world, I would assume that it would send the wrong message. If you give up your nuclear weapons and we don't provide you at least defensive weapons, why would any country give up their nuclear weapons again?

Could you tell me what you think about the violation of that memorandum and the significance of it?

CARTER: Thank you, Senator. It is a clear violation. I was there. I remember when that agreement was signed in Budapest in 1994. As I think Senator Lieberman said, I ran the Nunn-Lugar program during that period. And I was in Ukraine the day the last nuclear weapon rode across the border from Ukraine into Russia.

And that agreement provided for Russia to respect the territorial integrity of Ukraine, which it has -- it has obviously not done. And that was a part of the climate and context in which the Ukrainians agreed to give up nuclear weapons in the first place.

And so -- and, by the way, the United States took on a commitment in the very same agreement to respect but also assure, as the phrase goes, the ability of Ukraine to find its own ways as an independent country. That is at stake today. And that's why I think that we need to provide support to the Ukrainian government as they try to maintain a position -- find their own way in Europe.

AYOTTE: Oh, thank you. My time is up.

But I also think it's very important that we also get NATO -- buttress our NATO support for the Baltics as well in all of this.

Thank you.

MCCAIN: Senator Gillibrand?

GILLIBRAND: Thank you, Mr. Chairman.

Welcome, Dr. Carter.

As we met prior to this testimony, we covered a few issues, and I'm gonna submit questions for the record since we won't be able to cover all of them, but they include military sexual assault, issues concerning combat integration, military compensation, cyber, Iran and Syria. So I will send those, you can answer them in due course.

But specifically let's talk -- focus a little bit on the military sexual assault issue, which you know I am very passionate about trying to solve this scourge.

One of the concerns I have is that last year we had 20,000 cases of sexual assault and unwanted sexual contact within the military. And I would like your view as to whether you believe that level of sexual assault today is still the good order and discipline we would want from our -- from our services?

CARTER: No, Senator. It's not. And I -- you used the word "passion." I'm have the same passion you do.

This is -- this problem of sexual assault is something that is -- it persists in our military. It's widespread in our society, but it's particularly offensive in the military community because the military ethos is one of -- one of honor and -- and trust. You have to trust the person who's, so to speak, in the foxhole next to you. These are violations of honor and trust.

Also, in military life, we put people in positions, we put them in situations of austere deployment. Of a situation where the hierarchy of military life is a necessity in battle. And these also provide opportunities -- this context, military context, for predators. So it is more offensive in military life, even than in civilian life. And we've got to root it out.

And I know that many members of this committee, but you, especially, Senator, have led in that regard. And I'm grateful for the -- for the thoughts, and frankly for keeping the heat on. I -- if I'm confirmed, I'll feel that heat and I'll understand it, and be with it.

GILLIBRAND: The one statistic I was particularly concerned about in the most recent report, is that of all those who were willing to report the assault openly were retaliated against -- 62 percent of those who reported these crimes were retaliated against, experienced some form of retaliation.

So I'm highly concerned that the military is still failing in living up to their zero tolerance policy. Do you agree?

CARTER: I do agree that retaliation is a dimension of the problem that, to me, at least, is -- is becoming increasingly apparent.

This is a problem, if I may -- if I may say, and you know this because you've worked so hard on it, but that the more we dig in to it, the more dimensions of it we come to understand.

And I think the idea that victims are retaliated against, not only by the hierarchy above them, but by their peers, is something that is unacceptable, that we have to combat also. And the survey that you referred to indicated that that is widespread. And we need to get at that.

GILLIBRAND: I understand from your testimony that you place a premium on the chain of command. And I fully understand that for combat situations the chain of command is not only essential, but necessary in every respect.

I would like you to, though, consider all options for how you can reform the military justice system to actually professionalize it, make it more effective. And when our allies have reformed their military

justice system to guarantee more civil liberties and to professionalize it and to take out biases, they've not seen diminution in the ability to train troops, to instill good order and discipline within the troops, and to do their jobs.

I would ask you that you would keep an open mind to look at all possible solutions for improving our criminal justice system within the military.

CARTER: I will.

GILLIBRAND: Thank you.

Another concern that I have is in terms of the issue of how we can create opportunities for women in combat.

One of the issues that I have looked at is how are each of the services being able to open those positions, opening all positions to women in combat. Because, as you know, in order to become promoted within the military, oftentimes combat missions are required and having certain roles that require combat is required for promotion.

Are you committed to allowing women to serve in all positions and to gender-neutral standards for each of the services?

CARTER: I'm certainly committed to gender neutral standards. The -- what I do know is this, that the services are examining whether there are any positions -- in the military that should not be open to women. I strongly incline towards opening them all to women, But I am also respectful of the circumstances and of -- of professional military judgment in this regard.

I've not been involved in those studies. If I am confirmed, I'd want to confer with our own leaders in the Department of Defense, with you, and others who have thought carefully about that problem, and try to come to a view.

MCCAIN: Senator Ernst.

ERNST: Thank you, Dr. Carter, for being here today. Thank you Mr. Chairman. Also, Senator Lieberman, thank you for joining us today.

As we sat down in my office the other day, one thing that hopefully was very clear to you was my passion for the National Guard and the Army reserves, and all reserve members, actually. And, so, we have spent a considerable amount of time talking in this forum about sequestration and the effects on our services. Not just our active duty forces, but also those that serve as wonderful weekend warriors.

So, I would love for you to please address the panel, and just talk -- talk to us and explain to us those impacts that you have seen regarding sequestration and how it has impacted those reserve and National Guard forces, please.

CARTER: Thank you, senator. And, by the way, thank you for your own service. Appreciate it, and I begin by saying that we owe a great debt of gratitude to the guard and reserve for what they've done over the last 12, 13 years. We couldn't have done, I know this from the time I was in the Department of Defense previously -- the wars in Iraq and Afghanistan were at their peak. We couldn't have -- sustained the tempo of combat in those two locations without the contributions of the reserve component of our military. So, if there's ever a time when their value was made clear, it's been in the last 10 to 12 years.

And they are impacted, as every other part of the defense department is, by sequester. That's the terrible thing about sequester. It's everybody, and it hits them hard, and it hits them soon, which means that we don't have time to adjust. So, I think the guard and reserve component -- have -- borne the impact of sequester, as all the rest of the departments have, sad to say.

ERNST: And thank you for that. I appreciate that.

If -- if confirmed, we do -- we do have a number of rising threats that we see all around the world and, specifically, in the Middle East right now. So, considering those threats, with many new possible deployments coming up, then if confirmed, how do we ensure that our guard and reserve units then maintain their ability to reinforce our active duty component as effectively as they have in the past dozen years? How do we ensure that they're being supported?

CARTER: Thank you for that, and that is the key issue, as you well know. And I think that the -- reserve component forces need to be as prepared to go in to action, if they're called to go in to action, as any active duty element. I mean, you never want to send anybody into harm's way on behalf of the United States who hasn't had the training, and isn't fully prepared, and isn't adequately equipped to do the job.

So, I think it's important that the guard and reserve are at a state of readiness that is commence rate with the need we have for them, and in -- one other thing I'll add is that they also, not incidentally at all, very importantly, play a role in responding to -- disasters in our own country. That's another important and, by the way, also amply demonstrated in recent years, attribute of having them. So, both for defense of civil authorities, and for deployment in a national security emergency, they need to be fully ready when we need them.

ERNST: Thank you much, Dr. Carter, and thank you, Mr. Chairman.

MCCAIN: Senator Manchin.

MANCHIN: Thank you, Mr. Chairman, and, Dr. Carter, thank you so much for first of all, all of the service you've given. Having such an esteemed senator introducing you, that shows your intelligence there. And next of all, willing to serve at this most difficult time. I appreciate all of that, because I know how difficult it is.

Let me go -- you know, we had an unusual day yesterday, and we had to speak to King Abdullah. And without regarding too much about -- I'm sure that you've been briefed on that. But the bottom line was this, we're all concerned, I think, that our chairman has taken the lead on this, how we're going to accelerate what we do and what we think in this committee of how quick we can get necessary military equipment to the people willing to fight, and the Jordanians are willing to fight.

And, about the red tape. I just couldn't believe what I heard yesterday, all the red tape that they have to go through to get something on the front lines to help them defend themselves. I didn't hear so much they need our combat troops, they need our expertise, and our people in the right places to make sure we're efficient. They just need the weapons to do the job. Do you have thoughts on that, or how you can help us on that and break through this gridlock?

CARTER: I do, and I don't know what you heard, but I can well believe what you heard because I have a long experience of frustration with getting equipment to the war fighter, our war fighters, never mind partner war fighters, on time.

This is an element that -- in -- that is important, and when we talk about acquisition reform, the cost control is very important. But also, getting things done. When I was working on the wars in Afghanistan and Iraq, it was, even for Americans, assistance to our own forces, way too much red tape stood in the way. You had to constantly try to cut through that.

And I guess in the context of the Jordanian circumstance, which I'm not familiar with, I am not -- I'm sure you know more about it on the committee than I would as a nominee. But I do read the newspapers, and I understand the need, and I can well believe that it's slower than King Abdullah can -- finds acceptable, and that you and I would find acceptable. And I guess all I can say is if I'm confirmed as secretary of defense, this is one I'm pretty familiar with, and I'd work to get those things out there the way we did MRAPs.

MANCHIN: Seems like the greatest challenges is coming out of the State Department, and we're going to help them work on that, I think, and chairman's committed to that, and the ranking member, and all of us are on the same page. This is not a partisan thing. This is basically an American thing we want to get done.

If I can go to that basically and the auditing, I'm very concerned about the cost of our military and -- if it's being spent efficiently. There's not a person in West Virginia, not a person in the country, that won't sacrifice for a person in uniform. Not one. They'll give up something. They'll pay more taxes. They'll do whatever you ask them. But we've got to make sure we're spending it wisely, and I think that our chairman has been very diligent on this for many, many years, and I'm concerned.

I'm also concerned, we don't touch on this, is the size of the staff. If you look at the size of the staff and how they double and quadruple, and every time we get a new change, the staff. And we don't talk about that. We just talk about our readiness and having people -- able to perform, but no one's checking the staff sizes. And I'm told from people on top they don't need these sizes, but no one can get rid of them. Put them back where they're need. And, also, using our guard and reserves, but the staff size, that's something you will have oversight on.

CARTER: It absolutely will. And I agree with you, We need acquisition reform -- we need to reform lots of other things, too, overhead, headquarters, staffs, lots of parts of the -- of the department for just the reason you said.

MANCHIN: And let me tell you why the audit is so important, why I'm so committed to having an audit of the defense department. I think we can help you help yourself of the institution. And the reason I say that is there's a lot of things that you're doing, that sometimes you don't ask for, you don't want. There's equipment being sent your way. There's things being produced in different parts of the country.

Just because of who we are, we want to make sure that our people are getting the jobs. I agree to that, but I can tell you, if there's something we're building in West Virginia you don't need, I'll be the first to go and tell them we're going to find something else to do. Because we're not going to force you to buy something that you don't need or don't want. And I think we all have to bite the bullet there, but we have to look at this, and we won't know unless we have an audit.

MANCHIN: And I would hope that you're committed to helping us get that audit and a complete transparency of what's going on.

And also the contractors. I cannot -- I've been here four years -- cannot get an accurate account of how many contractors that we have in what branches.

CARTER: Thank you, I am -- I am committed on the audit front. I understand what you're saying about contractors, and agree with that as well. And I appreciate what you say about us working together to make sure that we buy what we need and that we buy it well.

MANCHIN: Thank you, sir.

MCCAIN: We'll have Senator Sullivan, and then we'll take a break after that. How long do you need for -- 15 minutes?

And then, after that, the next questioners would be Senator Heinrich and then Senator Fischer and then Senator Shaheen would be in line for the next questioners after a 15-minute break.

The committee will stand in recess for 15 minutes...

(UNKNOWN): Senator Sullivan?

MCCAIN: ... after -- after Senator Sullivan is finished with his question.

SULLIVAN: Thank you, Mr. Chairman.

And Dr. Carter, I want to thank you for your service and particularly, and you point out, your family, your wife and kids. I know how much they go through in these hearings. Sometimes it's tougher on them than it is the nominees. So I want to thank them as well.

So I want to start with just a little history and geography, 1935 General Billy Mitchell, often referred to as the father of the Air Force, was testifying in front of Congress. He said that, quote, "I believe that in the future whoever holds" -- blank -- "this place will hold the world. It is the most important strategic place in the world. It is the most central place in the world for aircraft, and that is true either of Europe, Asia or North America."

You know what place General Mitchell was referring to in his testimony in 1935?

CARTER: I think, Senator, it was Alaska.

SULLIVAN: Correct, it was Alaska.

(LAUGHTER)

(CROSSTALK)

SULLIVAN: Do you agree with General Mitchell?

CARTER: I do. I'd point out that one proof of what he said, I suppose, is that your state is home to one of our principal missile defense batteries. And the reason for that is that it's kind of on the way to and from a lot of bad places.

SULLIVAN: Well, I look forward to hosting you in Alaska soon to show you why General Mitchell was correct. But I want to get actually to...

(CROSSTALK)

MCCAIN: Excuse me, Senator Reed says maybe that's why he was court-martialed.

(LAUGHTER)

SULLIVAN: I think he may have had a drinking problem, but I'm not sure. His strategic assessment was still very correct.

A tough part of your job is as a member of the president's Cabinet you also, a critically important part of the job, if confirmed, is leveling with this committee, your showing your straightforward approach, which I think is great, but also with the American people.

And I think we all recognize your challenges. But in some ways, you know, when the president is talking to the American people, his views seem to differ. Let me give you a few examples.

In his State of the Union, he painted a what I would consider a benign, almost delusional view of the world environment with quotes like "the shadow of crisis has passed," "we're stopping ISIL's advance," "we're opposing Russian aggression," "we've halted the progress of Iran's nuclear program." These are all quotes from the president to the American people. Do you agree with his assessment in these areas?

CARTER: I think if I'm confirmed as a secretary of defense I'm gonna be confronting some of the most challenging problems that we've had in our national security in a very long time.

I -- I -- my intention and my obligation will be to help our president and help our country confront those problems and provide the advice to the president that will help him deal with what is a -- though we have many efforts and many successes, because we are the indispensable nation in this world, we have many challenges, and I think my role for him, if confirmed, is to help him work through these challenges.

SULLIVAN: But, again, just in terms of straightforward approach, you've been watching the international environment, do you agree with what the president was saying and telling the American people?

You know, I think it's critical that he level, that you level, the administration levels with the American people on our challenges.

I'll give you another example. He's talking about ending combat operations in Afghanistan, and yet we're gonna maintain a robust C.T. presence, which I think is important. But a robust C.T. presence is not ending combat operations.

Do you agree with what the president was saying in his State of the Union on some of these specific quotes that I mentioned?

CARTER: I -- I -- I certainly agree with the president's overall thrust and...

SULLIVAN: That we have a benign world environment right now?

CARTER: Well, I -- I would say that the world is -- continues to pose serious challenges to international order and that the United States is indispensable to the solution of those challenges. That's what I'd say.

SULLIVAN: Let me ask a final question. In the hearings the last three weeks that the chairman has had, which have been, I think, a great education for all of us, again for the American people, I think there was consensus that we certainly need to work on all instruments of American power, integrate those as part of a national strategy to address what I think are significant challenges that the president has not laid out.

One of these instruments that we didn't have 10 years ago, but there was common agreement on, is energy and being once again the world's energy superpower in terms of producing oil and gas and renewables.

Last week the president took over 20 million acres of some of the most prospective lands in America for oil and gas development off the table. Do you agree that having energy and using that to help our national security is important? And would you agree that taking such huge areas of land off the table, billions, potentially billions of barrels of oil, trillions of cubic feet of natural gas, do you think that helps or undermines America's national security?

CARTER: Well, I certainly think energy security is an important part of national security, and I'm incredibly encouraged by what -- the progress that the United States has made in developing new resources, both oil and gas, in recent years.

I think it's showing up in terms of our economy and also it's showing up geopolitically.

With respect to the particular issue you raised, Senator, I'm simply not knowledgeable about it and can't give you a knowledgeable answer.

SULLIVAN: OK. I think those kind of actions undermine our national security significantly.

CARTER: I understand.

MCCAIN: The committee will stand if recess for 15 minutes and then reconvene.

MCCAIN: And the next questioners will be Senator Heinrich and Senator Fischer, Senator Shaheen.

(RECESS)

MCCAIN: The committee will reconvene, and we will recognize Senator Heinrich.

HEINRICH: Thank you, Chairman.

And welcome back, Dr. Carter. It's certainly been a pleasure to work with you.

And I just want to say it's kind of -- it's really refreshing to -- to work with someone in this potential position who has both your technical background and your ability to work with people across the services and with -- with Congress. You -- you seem to balance those things remarkably well, speaking as an engineer who struggles with that myself sometimes, so...

I -- if I remember right, I believe you served as the staff director for the Congressional Commission on the Strategic Posture of the U.S. that released its report back in 2009 when I was sitting on the House Armed Services Committee. And I -- I think that report made some very important strategic recommendations.

In particular, I thought the idea that Los Alamos, Livermore, Sandia should be designated as national security rather than nuclear weapons laboratories was a very important recognition of how the -- the threat environment that we face in the world today has changed.

In addition, one of the things the commission recommended was that the president issue an executive order formally assigning the secretaries of defense and energy, state, homeland security and the DNI joint

responsibility for the health of these laboratories. And you and I discussed this a little bit when we met in my office recently.

I wanted to ask you, based on a recommendation from the Strategic Posture Commission, what sort of joint responsibility do you believe that the Department of Defense should have for our -- for our national labs?

CARTER: Thank you, Senator.

I recall our conversation, and you're right -- excuse me. I was the executive director of the so-called Perry-Schlesinger Commission, which -- which did make the recommendation you named -- the -- you pointed to.

The -- the National Laboratories -- the so-called National Laboratories of the Department of Energy actually are national laboratories. I know this, because when I worked in the Department of Defense as acquisition executive, we used them a lot. We asked them to do things because of their technical excellence.

So those laboratories that were founded to serve -- serve the nuclear arsenal of the United States and continue to do so now do lots of other things for national security for the Department of Defense, for the intelligence community, for the law enforcement community, the homeland security community, I think -- I think they call it Work for Others, which means other than the Department of Energy. But it's important, and it was certainly valuable to the Department of Defense, when I was there, to be able to get that kind of technical excellence.

HEINRICH: I -- I think one of the challenges has been that originally, Work for Others didn't really exist at the National Labs; they were solely nuclear enterprises. And as that has become a larger and larger percentage of what they do, it's been more challenging to sort of feed the -- the underlying foundational aspects of the lab, the overhead and -- and other things.

So what I would hope is that if you're confirmed -- and I certainly hope that you are -- that I can count on being able to work with you to -- to figure out if there's not a way we can formalize that responsibility for the health of DOD and the other agencies I mentioned as well as for the -- the long-term health of those national security laboratories.

CARTER: I -- I understand, and if I am confirmed, I look forward to working with you on exactly that. I understand.

HEINRICH: I want to move back to Ukraine for a minute.

We -- we heard earlier about the issue of providing additional defensive military equipment to the Ukrainians, but we've also heard a lot of testimony in recent weeks emphasizing the importance of deterring additional Russian aggression in the Baltics -- in Estonia and Latvia, Lithuania -- particularly by continuing to position more NATO troops and equipment in those places.

And I just wanted to get your sense for, are we doing enough in that region to deter additional Russian aggression in the Baltics?

CARTER: Thank you, and I think it's very important that we do deter Russian aggression in the Baltics. The Baltic states are a part of NATO, after all. It's a pretty big deal.

And -- but to -- to answer your specific question, "Are we doing enough," I'm familiar with what we're doing. I have not been in a position to discuss it with our commanders there or any of the European leaders and so forth. That's something that I would, if I were confirmed -- be a very early priority to see whether we are, in fact, doing enough.

CARTER: I know we are doing things. We are rotating forces in there to serve as a warning and a tripwire that NATO really is there, and I certainly support doing that, but everything we're doing I'm probably not aware of. And what more we can do I have not investigated, but I promise, if I am confirmed, I would. It's very important.

HEINRICH: Thank you very much, Dr. Carter.

COTTON: Dr. Carter, thank you for being here today, thank you for your service to our country.

Yesterday we saw the Islamic State burn alive the pilot of one of our key allies. In recent months they have buried women and children alive. They have crucified Christians. They have beheaded Americans and citizens of our allies. The leaders of the Islamic State, the ones who direct, and in some cases, commit these atrocities, have critical knowledge that we need to stop them. They know where hostages are being held. They have information that would allow us to go after the Islamic State's financial support. They know where other senior leaders are. In short, they have a lot intelligence value.

If American forces were to capture one of these leaders, say Abu Bakr al-Baghdadi, or one of his senior lieutenants, would you recommend that the president send him to Guantanamo Bay so he could be fully interrogated for intelligence value?

CARTER: I would certainly recommend that he be interrogated for his full intelligence value. It would be a legal determination about where he ended up and so forth, but I think it's important that we get that intelligence value if we DO capture people like al-Baghdadi.

COTTON: Would you recommend that he stay in American custody, or that he be transferred to the custody of an ally?

CARTER: I -- As I sit here right now, I don't know enough to answer that question. That would be a legal determination -- about his ultimate disposition, but I think the key from a secretary of defense's point of view, perspective secretary of defense's view, would be let's get that intelligence.

COTTON: And would you want to see him transfer to the United States mainland, given his Miranda rights, or otherwise put in an article three federal court?

CARTER: Again, I don't know enough to know how that -- what the ultimate disposition would be appropriate. And -- but I know that it would be important to interrogate that individual, so whatever the ultimate disposition or legal process was, it should make provision for interrogation.

COTTON: Thank you. I want to move to the recommendations of the National Defense Panel for the overall military budget.

The National Defense Panel, as you know, is a bipartisan and congressionally mandated panel that reviewed the 2014 QDR. That panel stated, quote, "Congress and the president should repeal the Budget Control Act immediately and return as soon as possible to at least the funding baseline proposed in Bob Gates' F.Y. 2012 defense budget," end quote.

The panel went on to note that while even that amount would likely be inadequate, it represents, quote, "The minimum required to reverse course and set the military on a more stable footing."

Do you concur with the National Defense Panel's recommendation that Bob Gates' F.Y. 2012 recommendation for the coming fiscal year is the minimum funding baseline needed for the Department of Defense?

CARTER: The -- The 2012 baseline, just to make sure I understand correctly, is the -- the -- would have removed $500 billion from the defense plan at that time. Sequester would remove twice that, and so I don't know what the National Defense Panel said, but I would say that -- the -- if what they we were saying was that the sequester level was unacceptable, and that the level that Secretary Gates recommended was the one that they supported, I actually supported that, too, and continue to think that sequester is a -- a bad idea. And I am familiar with the results of the National Defense Panel and its membership, which is distinguished.

COTTON: So, to be exact, Secretary Gates' F.Y. 12 budget said in F.Y. 16 the budget should be $610 billion. At sequester levels it would be just under $500 billion. I believe the president recommends approximately $535 billion, so this would be another 70 billion plus that the defense panel recommends for the coming year.

CARTER: I see what you're saying. Yes, that's absolutely right, and I think the Defense Department budget has been -- under pressure now for the last three or four years in a way that I experienced the effects of firsthand, and they are damaging, and that's one of the reasons why I want to get back on track to getting enough money for defense by getting rid of sequester.

COTTON: So, while $535 billion or some congressional number in that neighborhood might be better than $500 billion, you think $610 billion, as recommended by that panel, is the minimum necessary to put our military back on the right course?

CARTER: I wouldn't say it's the minimum necessary to get us back on the right course. We're obviously not gonna get that amount of funding,

But I can tell you that we can make good use of, I believe, that is, the Department of Defense can make good use of the funding the president has requested.

And I'll say one other thing, if I'm secretary of defense, I would like to see more spending on defense. I'm very open about that. I want to get sequester, and I would like to see us spend more on defense.

I think that we're having -- and this may have been what the NDP was getting at -- that we're having to accept risk in the execution of our strategy as a result of our funding problems, which I would rather see us not accept.

COTTON: Thank you.

MCCAIN: Senator Shaheen?

SHAHEEN: Thank you, Mr. Chairman.

And thank you, Dr. Carter for your past service to this country and for your willingness to continue to serve.

I want to talk a little bit about the proliferation of nuclear weapons. I remember being at the Kennedy School when you gave a very compelling presentation that showed retiring or dismantling some of the weapons through the Nunn-Lugar program.

And I continue to believe that this is one of the most serious dangers we face both in the United States and in the world, particularly with terrorists like the Islamic State, who seem to be willing to do anything to achieve their ends.

And I wonder if you could talk a little bit about how to balance the need to address nuclear weapons and materiel that is still out there that is still with the effort of DOD to modernize our weapons systems, and where you see the priorities are and what we need to do to address that.

CARTER: Thank you, Senator. I think we need to do both and can do more in the way of securing fissile materials and the other wherewithal of nuclear weapons and also biological weapons and other weapons of mass destruction around the world.

And I also believe that the United States needs a safe, secure and reliable nuclear deterrent, because, as much as we would like to see nuclear weapons and other weapons of mass destruction rid from the Earth, that doesn't look like it's something that's gonna happen soon. And it's important that the American deterrent that we provide to our own country, but also to friends and allies who rely upon them is safe, secure and reliable. So I think we need to do both and can do both.

SHAHEEN: You wrote an article last year for Foreign Affairs entitled "Running the Pentagon Right: How to Get the Troops What They Need." And you talked about two lessons from Iraq and Afghanistan. First, that the Pentagon was not prepared to fight a nontraditional enemy, and, second, that the length of those wars was underestimated and there was little incentive to pursue acquisitions tailored to the specific fights.

Can you talk about how as secretary of defense you would avoid repeating those mistakes of the past two wars?

CARTER: Well, yeah, thank you. And this is something that I have a lot of passion about, which is why I wrote that.

The experience that I had all too often in trying to support Iraq and Afghanistan as the acquisition executive was that when the troops said they needed something, the response of the bureaucracy was -- tended to be, oh, we have one of those, we're making one of those, we have one, it will be finished in 10 years. And, I mean, incredibly that is, in essence, the response that would come back from the bureaucracy.

And we all recognize immediately that that's nonsensical, because they need -- they needed that equipment, counter-IED equipment, vehicles, they needed it now, not 10 and 15 years from now.

And our acquisition system got in the habit -- and I think the chairman was referring to this earlier, because it's a driver of cost but also this problem -- got in the habit during the Cold War of doing things very slowly. The Soviet Union, we were always -- we always had plenty of time.

There was the Soviet Union, it was the Cold War, it would go on for a long time, and we would have programs that extended over 10 and 15 years.

You can't do that when you're in the middle of a war and people are dying and success depends upon your acting more quickly.

So, that, I obviously feel passionately about that. I think anybody who observed that bureaucratic tendency would have the same attitude I did.

And we've got to turn faster as a military. It's not only when you're in war, when you're in competition with other countries that are using -- that are using the global technology base to advance their own military, if we're gonna continue to be the best military in the world, we can't have --make steps in 15-year increments. We have to turn faster than that. So I think that's the larger meaning of meaning, going forward, the lesson, to your word, of that experience.

SHAHEEN: Well, and you -- and my time is almost over, but you and others here today have talked about the importance of procurement reform. I assume that that will be a top priority when you go back to the department, as it has been in the past?

CARTER: It would, if I'm confirmed, absolutely.

SHAHEEN: Thank you very much.

CARTER: Thank you.

MCCAIN: Senator Inhofe?

INHOFE: Thank you, Mr. Chairman.

Dr. Carter, I apologize for not having been here, and I don't want to ask something that's been asked over and over again. We have a conflicting meeting that's taking place right now.

Everyone who's appeared before this committee has talked about the mismatch that's out there, unprecedented mismatch. And I'm talking about all the chiefs. I'm talking about the old-timers. You know, as you know, we had George Shultz, Kissinger, Albright. All of them searched their memories and could not find a time in our history when we had the level of threats that we're faced with today and the limited resources we have. And that's the mismatch that they are -- that they are talking about with the things all over the world, I mean, that are taking place right now.

Do you agree with that?

And let me restate that. In the years that you've had such a variety of experience, do you ever remember a time like this?

CARTER: I think we are in a time where the number and severity of the risks is not something I've seen before in my life.

INHOFE: Yeah. How do you, even the president after what happened yesterday I'm sure is not talking about junior varsity anymore. We know that we have a really serious problem with ISIS, with ISIL. We've been talking about the fact that they're building a militia and we have seen the brutality and what they're capable of.

And I -- I just wonder sometimes if we -- I would like to have a stronger response from the president when the disaster took place yesterday, but do you -- I fail to see a strategy in terms of dealing with -- with ISIS, with that force that's over there.

Do you see a strategy? And where will you be on this?

CARTER: Thank you. I can describe what I believe to be the strategy -- and to get -- just to revert to what you said at the beginning, you know, it was -- we used -- when I started my career in defense, it was a simpler world. There was one big problem, which was the...

INHOFE: Those were the good old days.

CARTER: ... Cold War and nuclear disaster.

And, to get to your point, and I assume that this is what your other witnesses were saying, it's a much more complicated world, much more many faceted and many more problems and issues for the United States to take on.

At the same time, I believe we're up to it and that we're capable of surmounting all these problems.

With respect to the strategy for ISIS, I would describe it in the following way: Strategy is about connecting ends and means, and the end here is the defeat of ISIS, and the sustained or lasting defeat of ISIS.

And to achieve that lasting defeat of ISIS, we are trying to rebuild the morale and power of the Iraqi military and the confidence of its government in a multisectarian approach, so that we don't revisit the Maliki experience, which led to the disintegration of the Iraqi security forces.

So on that side of the border, the lasting defeat will be made lasting by an Iraqi security forces and associated forces in Iraq that are rebuilt.

CARTER: One enemy, two locations.

To get to the other location, Syria, I believe the approach there similarly needs to be to inflict a lasting defeat. And in order to do that, we need a partner, and we are trying to build that partner in terms of a moderate Syrian force and local forces from the region that can, with our air power and other kinds of assistance, inflict defeat on ISIS and then make it a lasting defeat.

So that's how I'd characterize what I see. I'm obviously not in the councils of government, but that's what I infer.

INHOFE: Yeah, and I appreciate that very much.

Dr. Carter, when you were in my office, we talked about having just returned from Ukraine, and also when I first walked in, Senator Heinrich was talking about Lithuania, Estonia and that area.

Their concern was that all of our attention seemed to be in that part of the world concentrated on Ukraine. Well, it's true. We've never had -- I -- I happened to be there when they had their election for the first time in -- in 96 years, they don't have a communist on -- on their -- in their parliament in Ukraine. So we have that problem at the same time as the others you're addressing.

And what -- what do you think about our -- our European strength as it is right now? Are we -- are we adequate? Are we becoming inadequate?

CARTER: I think that our strength in Europe is our alliance with NATO and the political solidarity that that represents, which is very important when it comes to the Baltic states and also the response to -- in Ukraine, which, while not a NATO nation, is certainly a European nation, and European unity's an important part of that. So one of our strengths is that.

Another strength, of course, is our military strength. And there, I understand that we are adding forces, rotational forces to the Baltic states as a presence there as a deterrent to any Russian kind of adventurism on the part of Russia in those states. I -- I certainly support that, and if I'm confirmed, I'd want to look into what more we can do to do that.

I'd also say I wish the European states -- and many secretary of defenses have said this over the years -- were investing in their own defense.

INHOFE: And lastly, I'm out of time, but for the record, if you'd submit this for the record to me, in the event we are able to get the perpetrator of the horrible crime that took place, would you examine the expeditionary legal complex that we have as a place to do our interrogation? I heard your response to the first question, but will you at least considered that?

CARTER: Sure. I'll learn more and respond.

MCCAIN: Senator Hirono?

HIRONO: Thank you, Mr. Chairman, thank you, Dr. Carter, and thank Senator Lieberman for your continuing presence at this hearing.

Dr. Carter, I appreciate your acknowledging at this hearing the importance of -- and the seriousness of sexual assault in the military. And in response to questions that have been submitted to you, you said that you would take a personal role in addressing the prevention and dealing with this scourge in -- in a much better way, so I will have a continuing interest in seeing how you do in that regard.

I also agree with you that the security of our country is very much dependent, I would say, on maintaining the stability in the Asia- Pacific area, so of course, we need to continue our commitment to the rebalance and at the same time, be able to deal with instability in other parts of the world.

Now, President Obama recently visited India and announced a series of bilateral agreements with Prime Minister Modi.

Can you talk briefly about the future of the U.S.-India relationship in the context of our rebalance commitment?

CARTER: Thank you, Senator.

The rebalance is a rebalance not only within Asia -- I mean to Asia, to the Asia-Pacific area, but within it. Our historic focus has been East Asia, and I think that your question points to the importance to pay greater attention to South Asia as well.

India is, in my view, destined to be a strategic partner of the United States. It's a large democracy, shares a lot of our political values and values of pluralism, and so I am -- I -- I -- I -- I think that destiny will bring us together, but I'm for hastening that.

And in the military-to-military area and the defense cooperation and technology cooperation areas, I think there's a great deal that we can do with India. And if I'm confirmed, I -- I would take a strong interest in -- in -- in doing that.

HIRONO: Thank you.

Do you view U.S. energy security as a vital component to our overall national security and clearly on the military side?

So what role, if any, do you believe that the Department of Defense has in supporting efforts to increase U.S. energy security?

CARTER: I think energy security is an important part of national security, and the Defense Department does play a role -- not a central role but a role in -- in energy security.

I think every dollar we spend of the defense budget, we need to be able to justify on defense grounds, and we make some investments in energy technology, because they pay off for the defense budget and for the soldier.

We make investments in batteries, for example, solar cells, things that are -- insulation, buildings, making them more energy- efficient so we can save money.

So in some ways the Department of Defense, like other large institutions in the country, is investing in -- in energy efficiency in the future. I think that's an important thing to do.

HIRONO: DOD is the largest user of energy in the federal government.

Regarding acquisitions, with your experience in the defense acquisition process, including the time in which you led the Acquisition Technology and Logistics Directorate at the Pentagon, as you review our DOD acquisition program with the various cost overruns, delays, et cetera, which others have noted, including the chairman, what would be your first priority to improve the acquisition process?

For example, would you look at the kind of contracts that we enter into, training, requirements process? What would be your first priority to improve matters?

CARTER: All of those are important.

To take the point you made about contract structure, contracts are a way of providing incentives to industry, to control costs and meet schedule. That's an important part of negotiating a strategy.

To get to your other suggestion, in order to negotiate those contracts well, we need people on the government side who are capable, who understand acquisition and who understand industry.

I am in favor of introducing -- reintroducing to the acquisition system the role of the customer, which is the chiefs of the military services. I think that's been a proposal made by others with which I associate myself.

So there's no one silver bullet; there -- there are many things that we need to do to improve acquisition.

HIRONO: Thank you.

MCCAIN: Senator Fischer?

FISCHER: Thank you, Mr. Chairman, and thank you, Dr. Carter, for your service and your willingness to continue that service to our country.

I appreciated our frank conversation that we had in my office the other day and look forward to many more in the future. In that conversation and -- and today also, you talk about the deterrence, our nuclear deterrence in this country as being the bedrock of our defense. I appreciate your views on that, and I agree with your views.

We also talked about modernization and the importance of modernization and how, as a country, we need to step forward and -- and really see that through if we are going to continue to enjoy the security that we have as a country. So thank you for your comments on that.

FISCHER: In -- in 2013, you led the Strategic Choices and Management Review, and in that review, one of the decisions was to reduce major headquarters budgets by 20 percent by 2019. That plan was -- was required in our NDAA and F.Y. 2014, gut the GAO has issued several reports that really cast doubt on if that is going to take place and even if we have an accurate picture on what the full resources currently are that are devoted to that headquarter staff.

So, a couple of questions here. Will you, if confirmed, maintain the goal of that 20 percent reduction in headquarters budget and staff? And how are you going to accomplish it if we don't have any idea of what those numbers are?

CARTER: I certainly think it is important to -- diminish headquarter staff and other forms of overhead. I think the 20 percent goal is a sound one. I do not know where it stands in terms of implementation now, but if confirmed, I will back to that and try to meet that goal because we got to get rid of the overhead here so that we can spend the dollars we have on the war fighter, which is what it is all about.

FISCHER: Have you seen the GAO report questioning if those numbers are even out there, if they are even available, and if you believe that, how are you going to get the numbers?

CARTER: I have not seen that GAO report. But, I -- if I am confirmed, we'll find out where the department stands in terms of implementing that goal and if they are off track, try to get them back on track, because I think it is a good goal.

FISCHER: Do you think now is the time that we should look at elevating cyber to its own command, or even with -- even with the commission that we had yesterday, there is a recommendation in that commission for a joint readiness command. When we look at overhead and administrative costs, what would be your initial response to those that are promoting ideas for additional commands?

CARTER: Well, I -- I mean, all for paying much more attention to cyber and think we need to do that, but the creation of new commands and new headquarters in this budgetary environment is something I think we need to look at very closely and very cautiously.

FISCHER: As you know, our chairman, Senator McCain, is interested, as we all are, in gaining more knowledge about the information sharing with regards to our cyber-security threat. That's one area that I

believe has broad support. We know there is support, not just from members of this committee and members of Congress, but also the president has discussed the need for information sharing on those cyber-security threats.

I agree that information sharing and better defense is a first step, but do you think that we can achieve relative cyber-security simply by improving those defenses, or do we need to perhaps go on the offense and impose more -- I guess you would say visible costs with regards to our actions on cyber-security?

CARTER: I think both are important. We need to improve our defenses, but we also need to improve our abilities to respond. And those responses can be in cyberspace or in other ways, but certainly they should include the option to respond in cyberspace.

FISCHER: And the option to respond -- would you say that would include demonstrating that we have the capability to do so, is that part of our deterrence when it comes to protecting our country, our agencies and private businesses when it comes to cyber attacks?

CARTER: I agree with you. I think deterrence requires that a potential aggressor know that you have the capability to respond, and they obviously can't know all of the details of that, or they may be able to counter your response, but they certainly should know that you can respond.

FISCHER: And would respond if necessary.

CARTER: And would respond, absolutely.

FISCHER: Thank you, Dr. Carter. Thank you, Mr. Chairman.

MCCAIN: Senator McCaskill.

MCCASKILL: Thank you. So many questions, so little time. I want to associate myself with remarks of the chairman about the weapons systems.

You are in a special position, because you have been in the weeds, so to speak, on all of this in your previous position, and we worked together on war time contracting reforms, which now are in the statutes. And I know that you will be aggressive about making sure that all of those provisions are adhered to.

I also want to address a question to you for the record on the murky line of responsibility on the building of infrastructure during contingencies in theater while we are fighting. I think what we've learned in Iraq and Afghanistan through the special inspector general's reports in -- is that this line of passing back and forth responsibility for building roads, building highways, building grids, building health centers, building water systems, building power plants between AID and defense has made it very difficult for us to really hold everyone accountable that needs to be accountable for dramatic failures.

And, on that note, I want to just specifically talk about special inspector general's reports. Last week I learned that for the first time in six years the special inspector general's reports as to the way we are accomplishing our mission in Afghanistan for training and equipping the Afghan national security forces and Afghan police was going to be classified by General Campbell.

This had never been done before. Those reports are essential to robust oversight. I kicked up dust last week about it, and on Monday, it was announced that General Campbell was evidently reversing his decision in some regard. I want to ask your commitment to make sure that throughout the chain of

command, there is an understanding that the decision to classify is a very, very precarious decision, because if you don't do it when it needs to be done, it's a problem, but if you over-classify it removes the ability of us and the taxpayers to hold the military accountable. And I wanted to bring that up to you and ask you for your commitment in that regard.

CARTER: I give that commitment.

MCCASKILL: I also wanted to briefly talk about sexual assault in the military.

The report that came out in December, while it still shows work to be done, I think it is important that on the record we talk about the success that we have had.

Reporting is up. We've gone from one in ten victims coming forward to one in four in a matter of a few years. Incidents is down. Importantly, restricted reporting is up. And maybe in the most important information in that report that hasn't gotten a lot of cover, is that in anonymous surveys and focus groups with victims, more than two thirds of the victims said they had complete confidence in their commanders in how they are handling these crimes, and that they feel that their privacy is being respected and that they are being supported.

That is huge, and I wanted to point that out because I do think we are making progress. But on retaliation, that same report, as Senator Gillibrand pointed out, we still have a 62 percent rate of retaliation. If you look at the report, you realize it is not retaliation by the convening authority, by the command that is making the decision as to whether or not to go to general court marshal. Rather, it is peer and low level command that is causing the problem.

In our reforms, we made retaliation a crime. We expect to get a report on how many instances that crime has, in fact, been pursued within the military justice system. The reforms obviously just went into place a relatively short time again.

What do you plan on doing in connection with this retaliation problem and with this new crime within the military justice system to pursue it?

CARTER: Thank you and thank you for everything you've done. I've -- from the outside looking in, observed and admired the -- the ideas, and the energy, and the commitment you've shown to this -- getting rid of this scourge of sexual assault. And -- so, first of all, thank you for that.

With respect to retaliation, that is one of the dimensions that I think the report you cite uncovered as very prevalent. I think the 62 percent of victims were reporting experiencing retaliation. And, as you say, not so much -- although not to the exclusion of, but not so much from the chain of command as from peers and subordinates.

And you are right, this is a crime and its prevalence suggests that we are not doing everything we can -- that we need to do to root out that crime. So, if I'm confirmed, you can count that -- that I am attentive to this issue of retaliation and determined to do something about it. I look forward to working with you if I am confirmed.

MCCASKILL: Thank you very much, Dr. Carter. I look forward to working with you.

MCCAIN: Senator Lee?

LEE: Thank you very much, Dr. Carter. It's a pleasure to have you here. I appreciate your willingness to be considered for this position. Appreciated the visit we had in my office the other day. And you've certainly proven yourself as someone who knows a lot about the Department of Defense, having served at its highest levels as deputy secretary in the past.

I want to talk about a few things. First, let's talk about the F-35 for a minute. The F-35 is an amazing system with units at Hill Air Force Base that are set to be hosting the F-35 starting this fall. It's a program, however, that has been marred by some delays and some cost overruns, as you know.

As the Department of Defense looks at acquiring other new weapons systems and equipment to make sure that we maintain our technological advantage over our adversaries, I think it's important not only to work time and cost efficiencies and acquisition into the equation for such programs, but also to integrate that with logistics and maintenance processes that are absolutely essential to make sure that we get our money's worth.

And, of course, with a program like the F-35, the biggest single expense through the life cycle isn't just acquiring it; it's also maintaining it and making sure that we get our money's worth out of it.

Given that the Department of Defense has been reforming the acquisitions process in various ways for decades, what would you do differently not only to improve that process, but to make sure that acquisitions and development and logistics are all aligned in a way that increases the life cycle and increases the efficiency and utility of these various weapons systems?

CARTER: Well, thank you, Senator. It is exactly as you say. The lion's share of the cost of any weapons system is not in buying it, but in having it, which is why to get to the F-35 example that you cite, the longstanding battle to control cost in the Joint Strike Fighter program, which I've been part of, but is still ongoing and has to go on as long as that program is in existence -- it's not perfect yet; it's a long way from that -- has to extend into the sustainment phase of the aircraft. We worked on cost control and development. We've worked on cost control in production of the aircraft and we need to work on cost control in sustainment as well, exactly as you say.

LEE: Thank you. Thank you. And I appreciate your thought on that, especially because your experience gives you a real strong ability to appreciate the nuances involved there.

General John Kelly, the commander of SOUTHCOM, called last year's border crisis an existential threat to the United States.

Do you think that our inability to adequately enforce security at our borders does present a security threat to the United States, including a security threat that could involve the possibility of terrorists entering into our country without our knowledge?

CARTER: I think control of our borders is an important part of national security, yes.

LEE: And so that's something that you would continue to watch out for if confirmed at this position?

CARTER: Absolutely.

LEE: It was reported on February 2nd, just a few days ago, that Iran successfully placed another satellite into orbit, using a two- stage rocket.

Do you think the continued development of Iranian ballistic missile technology presents a threat to the United States and, if so, what do you think we ought to do about it?

CARTER: I do. I think it's a -- it's a threat not only to the United States but friends and allies in the region and it's just one of the things that Iran is doing that is dangerous.

With respect to ballistic missiles that could threaten the United States, I think that's one of the reasons why we need to keep our missile defenses and especially our ICBM defenses current, capable and large enough in size to deal with both the prospective Iranian threat and the also very real North Korean ICBM threat.

LEE: Thank you.

As has been noted in several capacities that you've had within the Department of Defense, including most recently as the deputy secretary, you've had to confront the issue of sequestration. Now many of us, including myself, did not want sequestration to hit. I voted against the Budget Control Act in part because I didn't think that we ought to be putting this burden disproportionately on the Department of Defense as we were.

None of us wanted the super committee to not come up with a solution even after that happened and many of us hoped that it wouldn't come to that -- and of course it did.

But one of the lessons that I think we learned from two years ago was that while it's good to hope for the best, we also have to prepare for the worst.

What can you do to make sure that we're not caught flat-footed and that we are ready for anything that we have to confront on that -- on that issue?

CARTER: Well, we need to continue to adapt our plans to the resources we're given. My own view is that we have made adaptations over the last few years to our strategy to accommodate the budget squeeze that are getting to the limits of what it is safe to do. And that's why I really want to see an end to sequester.

And it -- I -- we need to do more to spend the Defense dollar better and I'm all for that as well. But it's also basically -- it's the truth that we are getting to the point where we have bent the strategy, as the phrase goes, and I don't think it's safe to keep bending it.

LEE: Thank you. I see my time is expired.

Thank you, Mr. Chairman.

MCCAIN: Senator Kaine, but before Senator Kaine, I would like to announce that we will break after Senator Kaine, and then Senator Graham and we'll -- there's a vote at 2:30 so we will reconvene at 2:45 for the benefit of the few remaining senators and any second round that any member wants.

And we appreciate your patience, Dr. Carter.

Senator Kaine.

KAINE: Thank you, Mr. Chairman.

And thank you, Dr. Carter, for your strong testimony today. The chair and the ranking member, in their opening comments, put the issues on the table and I want to just focus on two of them, the elimination of ISIL and Afghanistan.

Senator Donnelly asked if the elimination of ISIL should be the goal. We all had the experience as foreign relations and SASC members yesterday of visiting with King Abdullah at a very emotional and difficult time.

But I was struck by something he said to us. He said, look, we need you desperately; however, this is a fight that's the region's fight. If we're not willing to stand up against extremism in the region, there's no amount of outside forces as powerful as they can be who will be able to beat this fight.

And he really took ownership of it in a way that I thought was pretty courageous.

Do you think it is possible for the United States military to eliminate ISIL on our own or even with other Western nations if the region doesn't go all in to combat the homegrown jihadism that is exemplified in its most brutal form by ISIL?

CARTER: We have to have regional partners because we have to make sure that the defeat inflicted upon ISIL is a lasting defeat. And for that, there needs to be a -- conditions created in the -- where ISIL is now occupying territory that don't make it a breeding ground for victory for that kind of in -- of -- what's the right word -- malignant and vicious kind of terrorism.

So the United States' involvement is, I believe, essential. It's necessary. But it's not sufficient to have lasting victory.

KAINE: I would share your view: necessary, essential, not sufficient. It is still my hope that the White House will send to us a draft authorization for use of military force. I think after the president's comments in the State of the Union that seems more likely. I don't think this is a war that can be waged in perpetuity without Congress weighing in and putting our thumbprint on the mission and saying that if we're going to ask people to risk their lives in the mission, Congress is going to debate and vote and authorize it.

But if we have that debate about the American role, I mean, one of the things that I think is notable, if, in fact, the region has to go all in against the ISIL threat, so far 80 percent of the airstrikes that have been carried out against ISIL have been U.S. flown.

KAINE: Jordan has been rock solid in doing a lot of airstrikes, but the other nations in the region, that seem to be directly threatened by ISIL, much more directly than we are threatened by ISIL, I think have really not, other than being associated with the coalition, I don't think they've really stepped forward in showing and been willing to show that they're going all-in against this threat, which should be an existential one. And I think that's gonna be the subject of some significant debate if we get into a discussion on authorization.

Second, Dr. Carter, on Afghanistan, I completely agree with Senator McCain, the chairman's point in his opening. I really hope we have a conditions-based strategy and not a calendar-based strategy.

Now, I think it's OK to have a plan. And you indicated a plan is a plan. You can adjust the plan based on the current reality.

Senator King and I were in Afghanistan in October and talked with General Campbell, and it seemed like after those discussions, the White House did adjust the plan once already. There were some ideas about

the way U.S. forces would be used in calendar year 2015 that after hearing from General Campbell and others, I think the White House adjusted the authorities granted to U.S. troops during this calendar year. And I think that was a conditions-based decision, which was good.

But I worry for the same reason you do. We've, at expense of blood and treasure, achieved a lot in Afghanistan. I mean, the nation's life expectancy has gone from 44 to 61 in 10 years. And, you know, my back of the envelope math, I always say 30 million people living on an average 17 years longer, that's 510 million years of human life. That seems like a pretty good ROI to me. For as painful as it's been, for as expensive as it's been. So why would we want to go backward?

I think in Afghanistan what we heard when we were there was a little bit of the Iraq worry. Wow, they've taken their eye off the ball before because of things in Iraq and pulled resources away, and that this is the perception in Afghanistan, maybe this is getting ready to happen again.

As significant a threat as ISIL is and that we need to be at it, in Afghanistan they're a little bit nervous that the ISIL threat will pull our attention away and that we could lose these gains.

And so, I hope in your capacity in this new role, as you dig into the plan, as you dig into the daily conditions, that we'll make the right decision about how to keep the progress that we've gained in Afghanistan and that we won't let a day on the calendar be the determinant of our policy.

Thank you, Mr. Chairman.

MCCAIN: Do you want to respond to that, Doctor?

CARTER: I -- 2,106 Americans, servicemembers, have lost their lives in Afghanistan. Afghanistan was the place from which the 9/11 attacks emanated. And so I think I -- finishing the job there is very important.

I've been part of that war in my previous time in the department. It was what I woke up to every morning, and so I'm very committed to success there. And we have adjusted what we've been doing continuously as we went along.

So I don't have anything to add to what you said, except to remind that the Afghan security forces are what we increasingly have trained to provide security on Afghan territory. They are gonna need support after 2016.

We're -- in the president's budget about which I'll appear before you in a few weeks, I understand that there is, if my memory serves, $3.8 billion requested for the Afghan security forces. That carries through the end of '16. And then a question will arise, are we gonna stick with them, the Afghan security forces.

So it's not just about troops, American troops. It's about the overall commitment so that the Afghan security forces can keep the peace there after 2016.

MCCAIN: Senator Graham?

GRAHAM: Thank you.

The idea of Joe Lieberman introducing you is a risky proposition, but we'll see how that turns out.

Bottom line, do you agree with the following statement, the only reason 3,000 Americans died on 9/11 is that the radical Islamists who attacked us could not find a way to kill more of us?

CARTER: That's probably true.

GRAHAM: If they could, they would?

CARTER: That's my guess.

GRAHAM: Yeah, that's mine -- I don't think it's a guess, I think it's a fact.

Do you think ISIL represents a threat to our homeland.

CARTER: I do. I do. And...

GRAHAM: Well, they say they want to attack us. There's no reason to believe they're kidding. Right?

CARTER: I agree.

GRAHAM: The head of ISIL was in Camp Bucca, and he said "I'll see you in New York" when he was released.

CARTER: Right.

GRAHAM: So, everything they've said they would do, they've done. And one of the things they want to do is hit us.

So I couldn't agree more with Senator Kaine about a regional buy- in. If you don't get that, that structural problems really don't change.

But it's just not about the region. The reason I'm worried about ISIL, is because they want to hit us. They've got the best platform I've seen since 9/11 in Syria and Iraq to attack the United States. They hold a large territory. They're rich. They have a lot of crazy people under their control. And they mean it when they say they want to hit us. And I want to make sure they don't.

Do you think al-Nusra wants to hit us?

CARTER: I do.

GRAHAM: They recruited a guy from Florida, who was a suicide bomber, I think in Syria. He came back to come to Florida before he actually became a suicide bomber.

They're trying to hit us too.

Do you think AQAP wants to hit us?

CARTER: Very definitely.

GRAHAM: Very definitely. They're the people that hit us in Paris.

Do you think the Iranians have to believe that a military option's on the table during these nuclear negotiations?

CARTER: Absolutely.

GRAHAM: And if they don't, we're making a huge mistake, right?

CARTER: Absolutely.

GRAHAM: Do you think the Russians are being provocative at a time when the world is already in chaos?

CARTER: Yes.

GRAHAM: Do you think that a cyber Pearl Harbor is a potential threat we face?

CARTER: Absolutely.

GRAHAM: And we're not ready for it?

CARTER: I agree with that also.

GRAHAM: Do you think China is intimidating their neighbors?

CARTER: Certainly trying to.

GRAHAM: Can you tell me, in light of all of this, why in the hell would the Congress be devastating the military budget?

CARTER: Well, I...

GRAHAM: Can you explain that to me, because I can't explain it to myself?

CARTER: No, I can't. No, I can't.

GRAHAM: OK.

CARTER: I'm as I -- longstanding, I'm against sequester.

GRAHAM: Yeah. And I left out a bunch of threats, 'cause I just have five minutes.

Canada is in good shape, by the way, so we appreciate Canada being a good neighbor.

In 2017, the plan on the table now is to have 1,000 troops left in Afghanistan, Kabul-based. Do you agree with me, given the conditions that exist in the region, the likelihood of a re-emergence of Al Qaida and other terrorist troops along the Pakistan-Afghan border, we would be wise to have troops outside of Kabul?

CARTER: That is not the plan now, Senator. And...

GRAHAM: Can you please tell me why I am wrong? It is the plan to go down to 1,000 by 2017. They increased the number of troops in 2015, but it is the plan.

And if you're gonna be secretary of defense, you need to understand the plan. The plan is to go to 1,000. I think that is beyond unwise. That will destroy our ability to see, hear and listen to what I think is a re-emerging threat along the Afghan-Pakistan border.

So if I'm wrong about the plan, please correct me. This is something you can go home and check out for yourself.

CARTER: No, I think you're correct -- I think you're correct about the plan.

(CROSSTALK)

GRAHAM: Yeah, that plan needs to change. If it doesn't, we're incredibly stupid as a nation.

I want to withdraw from Afghanistan responsibly. I want lines of defenses over there so they don't come here. Doesn't that make sense?

CARTER: It does make sense.

GRAHAM: I am glad Afghans are living longer. I am glad that Afghan girls are going to school. I am proud of what we've accomplished.

But I'm worried about Americans living longer. And the reason I want to continue to invest in Afghanistan, the reason I want to deal with ISIL and al-Nusra and all the other groups, is because they're trying to hit us.

Do you agree that the only way you can deter radical Islam -- you can't deter it, you have to prevent the attack before it occurs?

CARTER: Senator, I can't give a simple answer to that.

GRAHAM: Well, they don't mind dying.

CARTER: You need to prevent -- well, you -- I think that a comprehensive counter-terrorism strategy begins foremost with defenses, but has other dimensions as well in terms of removing the conditions that create safe havens and some of the ability for recruiting of terrorists. So it's a complex -- it's a complex issue...

GRAHAM: Well, thank you.

CARTER: ... but protecting ourselves needs to come first.

GRAHAM: And will close with this: To me, it's not complex. The only way you can keep them from coming back here to America is to stay over there, disrupt their operations, keep them on the run, do not let them gather strength, make them poor, on the run and less entrenched.

I'll lend this thought: Syria -- how in the world are we going to dislodge ISIL from Syria without a ground component?

And I agree with Senator Kaine that that ground component has to be regionally based.

We'd just come back from the region. People want to go in.

Saudi Arabia said, "You could have our army." The emir of Qatar said, "We'll pay for the war, but you got to deal with -- with Assad."

How can we train up a Free Syrian Army or send any other force into Syria if we don't first deal with the Assad air threat? How in the world could you train somebody to go fight ISIL and then one day, they -- they turn on Assad and not expect him to kill them before they get the capacity to come after him one day?

How does this work without dealing with Assad?

CARTER: Senator, let me say something about. It's a very important question.

The situation in Syria, as -- as -- as you indicate, more of a problem of ISIS; it's a problem of the Assad regime as well.

And the forces that we're supporting there have first and foremost the job, as we've discussed here this morning, of defeating ISIL. But I believe that they also need to be creating the conditions for the removal of Assad.

That's a much more complex task, I understand that, I'm now trying to oversimplify it, but I think that's got to be at the end of the road. And if that's what you're pointing to, I completely agree with you.

MCCAIN: Well, could I just say, you really didn't respond, in all due respect, Dr. Carter, to sending young Syrians in -- training them in Saudi Arabia and sending them into Syria to be barrel-bombed by Bashar Assad. The morality of that alone, much less the unworkability of it, is -- is in contradiction to everything the United States ever stood or fought for.

I hope you will rethink your answer to Senator Graham's question. This idiocy of cooperating with the Iranians and also taking, quote, "ISIL first," of which Bashar Assad is a father, is -- is nonsense and, as I say, immoral.

The committee will return at 2:45, since there's a vote at 2:30, and members who seek a second round or those members who have not had the opportunity to ask questions will be allowed to at that time.

And so we'll stand in recess until 2:45. Thank you.

(RECESS)

(JOINED IN PROGRESS)

MCCAIN: (OFF-MIKE) patience and as usual with the efficiency of this well-oiled machine we have a vote now starting now. So we will be going back and forth.

And Senator King is here and so I'd like to recognize him at this time.

Senator King.

KING: Thank you, Mr. Chairman.

Dr. Carter, I am going to revisit a little bit of the ground that we covered this morning. But I want to make a suggestion. I would urge that you, upon your assumption of this position, undertake a -- an all-agency review of the policy with regard to the leaving of Afghanistan and talk to General Campbell, the military people, the intelligence people, the State Department, because, like many of the members here, I'm gravely concerned that we will miss an opportunity to preserve what we've gained in Afghanistan.

I was going to say we're in danger of fumbling the ball on the 5- yard line. I think a better example might be we're in danger of throwing a pass when you have a Lynch in the backfield on the 1-yard line.

We've gained a lot. And to lose it in the end because of an accelerated departure schedule that doesn't really fit the requirements on the ground, I think, would be tragic. We have a partner that wants to work with us now. We have the security forces that are standing up and taking casualties.

But they're going to need some additional support, particularly in the authorities under our air system. And I would urge you to be -- to have such a review and to really be very strong with the White House.

You have mentioned that you will be candid. I hope you'll be candid to the point of being annoying.

And what's the worst thing they can do? Appoint you to be Secretary of Defense -- I mean, you know.

So please, this is -- I think this is of some urgency.

Number two, you, in answer to a question, you mentioned that you were inclined to give support additional arms to Ukraine. And I share that position.

On the other hand, we don't live in a static world. And the danger is, we supply arms; Putin sees those arms and matches them and raises us to some extent.

And I wonder, with your history of studying geopolitical issues, strategy and the like, if you could elaborate a little bit on that challenge. If we could -- if we could arm the Ukrainians and give them some strategic advantage, I think that would be great. The problem is, we can't rely on the Russians not responding in some way and then you're in an escalation situation.

Your thoughts, please.

CARTER: Thank you, Senator. And I like and remembered and I think I have used subsequently your expression, fumbling the ball on the 5-yard line. That was superseded by the Super Bowl metaphor, I understand. But I -- this is a war that we have carried all those yards. And so I will --

(CROSSTALK)

KING: With some very substantial progress.

CARTER: Yes, at -- but very, very substantial progress. We now have a partner in Ashraf Ghani that is very positive. So I promise you I will keep working at it, keep an open mind and tell it like I see it, in Afghanistan.

With respect to Ukraine, you raise an excellent question. And I think it is true that, in strategy and working on these international problems, you always have to ask yourself not the next step but what's the step after that. So, what happens after?

And to your question, I'd -- two observations, Senator. One is that I think that much as I incline in the direction I indicated this morning, the economic and political pressure on Russia has to remain the main center of gravity at our effort at pushing back.

And the Europeans are critical to that. So, European solidarity and NATO solidarity are critical in this regard, as they are to all of European security and to dealing with the problem of Putin.

The other thought that comes to mind is that this is -- as I consider what kinds of assistance we may give to the Ukrainian military, one does need to think two and even three steps ahead in this matter. So your point is very well taken.

(CROSSTALK)

CARTER: -- thank you.

KING: I would suggest an article in yesterday's "Financial Times" that talks about this, just this issue, that I think you would find interesting and informative. And I'm not expressing a conclusion, but I just think we have to think hard about, as you say, one, two and three and four steps down the -- down the chess game.

A final point and I'm close to out of time. I want to reiterate, I think Senator Shaheen mentioned, is the chairman very articulately and forcefully expressed the problem with procurement and money.

I'm also focused on the problem with procurement and time. Senator Inhofe had a chart recently from DARPA (ph) that showed in 1975, it took about the same time to bring a new automobile, a new commercial aircraft and a -- and a military aircraft from concept to operation, about six years, five and a half, six years.

Today those lines have wildly diverged and the automobile is down to two years. Commercial aircraft is up to about seven. But a military aircraft is up to 23 years. And that just won't do in terms of -- you know, we're going to be building obsolete technology.

And so I would urge you as you focus quite rightfully on cost to also look at how do we bring these products to market, if you will, or to operability, in a -- in a shorter time, A, so we can meet the needs of the -- of the exigencies of the moment but also so that we're not getting obsolete technology just because of the lapse of time. And I know you're aware of this. I just urge you to focus on that as well as the costs.

CARTER: I will do so. And I completely agree with you.

KING: Thank you.

Thank you, Mr. Chairman.

CARTER: Thank you.

MCCAIN: Thank you, Senator King. I -- Dr. Carter, every member of this committee signed a letter to Secretary Hagel and Secretary Kerry concerning this issue that's been raised with you about the

Jordanians and the needs that they have. Believe me, every member that met with King Abdullah was deeply moved by the requirements that he has and his inability to do so.

And I guess finally on the issue of Ukraine, what does it take?

Do they have to -- have to send in more, hundreds of tanks that the Ukrainians have no weapons to defend themselves?

There's 4,000 dead now.

How many more do you think before we at least do them what seems to me, common decency, giving them the ability to defend themselves?

Certainly Vladimir Putin has gone literally all in. And there is some lessons of history, sir, that if dictators and bullies and who have troubles domestically have a history of striking out and being more aggressive in order to divert attention. This is reminiscent of the 1930s to me. And Neville Chamberlain might be proud.

Senator Tillis.

TILLIS: Thank you, Mr. Chairman.

And thank you, Dr. Carter.

First, I think it's very clear with the questions that are being asked today, this hearing really isn't about Ash Carter. I think there's a lot of confidence in your ability and I think there are a few public servants as qualified as you for the nomination. And I think you and your family should be very proud.

You know, I appreciate the time that you and I spent in my office. I think that we've already got several points of agreement, whether it's acquisition reform, training, modernization of business practices in the Pentagon. I look forward to working with you on that and making progress.

I also think that, you know, Defense is an area where you even see in the questions, where there seems to be a consistent message for most of the members up here about our concerns with the safety and security of America and the need for us to work together on a bipartisan basis because, if we don't, we fail the thousands of young men and women who volunteer to defend our freedom.

Before I get to a question, I do want to probably echo in slightly different terms what Senator Sullivan said this morning. There seems to be a disconnect between the reality of the threat that we face right now and the way the president portrays it in many instances, most recently with the State of the Union. We have Ukraine -- Ukraine is ablaze; I think ISIS and Al Qaeda are about as strong as ever. You have Chinese generals talking about maybe wanting to settle some millennial scores with their neighbors in the -- in the Pacific Rim.

We have a situation where I think Israel feels abandoned. And I think the prime minister being called a coward by somebody in the White House is unacceptable.

We're in a very dangerous time right now, I think. And I believe that you said it very well when you said the number and the severity of the threats that we're facing is probably as great as our lifetimes, as any time in our lifetimes. And I believe that you may go into your position maybe in a way to where you can

work with people in the White House and the National Security Council to get them to work with you, to help us address, I think, these safety and security problems across the world.

My first question for you also goes back really to the State of the Union, where the president seems to continue to refuse to call the enemy what they are.

How can we fight an enemy with an administration that refuses to name them, a president who refuses to recognize that there's a huge difference between the Muslim religion and the -- and the Islamic terrorists that we're facing today?

Do you agree with that strategy or can you -- can you rationalize for me why the president seems to continue that position?

CARTER: Senator, I agree with you that there is a difference between the Muslim religion and the kind of extremism that leads to terrorism, that is, the threat and the enemy that we're countering.

I -- if I understand the reference you're making, it's to the president's statements of a few days ago, which I interpreted as saying the same thing, namely, it's important for Americans to make a distinction and show that they know how to make a distinction between the religion of Islam on the one hand and extremists and terrorists on the other.

I don't think, in my judgment, that is to minimize what is up the -- one of the motivating ideologies of the enemies we face, which they will say is tied to their Islamic religion. But I don't think that we serve ourselves well as Americans by conflating this kind of barbaric extremism with an entire religion.

TILLIS: I have another question. And it really has to do with you in relation to your predecessors. How do you -- the -- how do you feel you can break through the barriers that Gates and Panetta seemed to be very frustrated -- you and I talked briefly about the book Secretary Gates wrote.

But they both seemed to have a great deal of frustration in their time in the position you'll be confirmed with the White House national security team and the Pentagon. And they left -- they seemed to have left in part in frustration with that. I think Senator Gates (sic) in his book maybe even called it "amateur hour at the National Security Council."

How are you going to be different in relating to the Pentagon and the president's national security team?

CARTER: Well, I intend to be what I've always been in all the decades I've worked in the Department of Defense, which is I'll be entirely straight and up front with the president and -- and make my advice as cogent and as useful to him in making his decisions as I possibly can.

That's what I can do. That's what I've pledged to do. That's what I will do.

TILLIS: Thank you.

Thank you, Mr. Chair.

ACTING CHAIR: Thank you.

Senator Brown?

BROWN: Thank you, Mr. Chair.

Dr. Carter, I appreciated the opportunity to visit with you last week. And one of the items that we discussed was the need for the long-range strike bomber. In that -- in that regard, we discussed the fact that it would probably be, what, 10 -- 10 years from now before under the best circumstances it may be operational? Fair -- fair estimate of time?

CARTER: Yes, although I'm -- in answering your question, I'm mindful of what Senator King said just a few moments ago. I'd rather say as soon as possible.

BROWN: I understand. In the meantime, we have challenges that have to be responded to with other existing platforms, one of which for conventional purposes is the B-1B bomber. I think right now we probably have 62 or 63 in our fleet that are operational, sometimes.

I'm concerned about readiness right now, the mission capabilities of those platforms, because those are literally on the front lines as we speak. They're -- because of their capabilities for multiple types of weapons to be delivered out of that same platform, they're being utilized and they're being worn out.

I think mission capability is somewhere under 50 percent. I don't have the exact number.

But in terms of those platforms, I'd like to you talk just a little bit, and I really would like to give you the opportunity to talk about what sequestration has done in terms of mission capability, the need that we have for that platform to get us to the -- to the next generation of strike bombers, what your thoughts are on getting back to where we need it and what the appropriate number of operational aircraft should be.

CARTER: Thank you, Senator. And you're right. I don't know the specific numbers on the B-1 at the -- at the moment, but, in general, sequester has hit readiness very hard.

In the Air Force, I know, for example, in the summer of 2013, I remember very vividly the Nellis training range, Air Force's premiere training range, closed in the summer. First time in my entire professional life I'd ever -- I'd ever seen that.

So, the first victim of sequester has been readiness. And so I can well believe it has affected B-1, which is an essential part of our -- of our arsenal, as you indicate.

BROWN: In your role, and I believe that you will be confirmed, what I'm looking for is a commitment that these men and women that are literally tasked with keeping these aircraft operational, that they've got your full support to get the numbers back up to where they ought to be. And that there's gonna be -- literally right now they're taken out of the bone pile to literally harvest parts off to keep those aircraft flying today.

But there's got to be a better way to do it. And if we're gonna continue to do this for the next, perhaps, 10 years, that you have an understanding and a clear commitment that you're gonna help them get the parts necessary to keep these aircraft flying.

CARTER: I have the same understanding you do of the problem, the same commitment you do. And I -- the only thing I would say is it's gonna take more than my commitment, it's gonna take money, also, and ultimately relief from sequester to deal with these kind of things. But I see the picture the same way you do.

BROWN: But you're prepared to step in and to assist in making sure that those resources are available?

CARTER: I am.

BROWN: Thank you, sir.

CARTER: Thank you.

BROWN: Thank you, sir.

ACTING CHAIR: Senator rounds, we have concluded all the members present with the first round and I'll defer any comments I have at -- until the chairman has a chance.

But, Senator Wicker, you're recognized.

WICKER: Thank you.

How are you feeling, Dr. Carter?

CARTER: Thank you for asking. I'm fine. Appreciate it, sir.

WICKER: You're doing well. And we appreciate your willingness to serve.

According to NATO guidelines, we ask our NATO allies to devote at least 2 percent of their GDP to defense. This has been a stunning failure, actually. Only four countries spend that much -- spent that much in 2013 -- Estonia, the United States, the United Kingdom and Greece.

Do you have any ideas about how we can do better in this regard?

CARTER: Secretaries of defense that I have served for almost as long as I can remember have pleaded with the Europeans to spend more on their own defense, our NATO allies. And with very few exceptions those pleas have not been fully heeded.

One doesn't wish adversity on anyone, but one would hope that when they look at Russia, when they look at Charlie Hebdo incidents, and so forth, that the European public will come to share the view that they need to be part of their own defense and continue to play the role that Europe's always played of being a partner with the United States in keeping peace and order around the world.

So I don't regret that they're not spending as much as they used to, and I hope -- and, again, I don't wish adversity upon anyone, but I hope that what they see around them reminds everyone, you don't get this stuff for free. Security doesn't come for free. You got to pay for it.

WICKER: One would hope. I hope you will, going forward, help us think of, perhaps, carrots and sticks and incentives to have our allies shoulder their part of the burden.

You know, I was talking, we had a great discussion with General Scowcroft the other day, and I asked about what we would do with -- about a Russian invasion or incursion into the Baltics. You know, we -- we were a treaty -- we are a treaty ally of Ukraine. We were unable to do anything. We were unable to do anything when the Russians moved into Georgia.

But with a NATO ally, it really is different. And General Scowcroft mentioned trip wires, stationing troops in the Baltic countries, both from the United States and from our NATO allies.

What do you think of that concept? Is it something you've given any thought to, Dr. Carter?

CARTER: I have. And it's one I support. And I believe it is the intention -- again, I don't know this. I'm not in these deliberations. I think it's the -- it is the intention behind the rotational introduction of U.S. and other NATO forces into the Baltic countries to reinforce deterrence and to reinforce the principle that is NATO. And that Article V of the NATO treaty says an attack on one is an attack upon all.

WICKER: Absolutely.

CARTER: And we need to -- that's a very important principle and we need to stand behind that and that show we're gonna stand behind it. And I think that's the meaning of the trip wire concept that General Scowcroft was speaking of.

WICKER: Well, if we don't stand behind our word on that article, then our word really does mean nothing.

How was -- let me ask you this in conclusion, how was Cap Weinberger to work for?

CARTER: I enjoyed working for him. I was not at a very senior level, but what I did for him was advise him on space, missile defense, nuclear command-and-control and the early days, in those days, of what are called the continuity of government efforts, which still -- still continue. And we were just beginning to put them together at that time. And I...

WICKER: What do you think he would say about our defense posture at this point?

CARTER: Secretary Weinberger was an enormous backer of defense spending and of the defense budget. And he was tireless in explaining the need for an adequate defense. And, in that respect, he was a lot of fun to work for.

WICKER: He wouldn't be overly delighted with sequestration and with the current funding level and proposed funding level going forward.

CARTER: Not at all.

WICKER: Thank you very much. Good luck to you.

CARTER: Thank you. Thank you, sir.

ACTING CHAIR: Senator King?

KING: (OFF-MIKE)

(UNKNOWN): This is the second round, Senator...

(CROSSTALK)

KING: I -- I was surprised to get called upon so soon.

Let me go back to the question that we ended with about the timing of -- of weapons systems.

You were one of the fathers of the MRAP program, were you not? And it seems to me that could be a model for what we're talking about.

Could you share lessons learned in that project that might be applicable to other procurement projects?

CARTER: Yeah, I think you -- you -- you put your finger on it, which -- when you pointed to the critical variable in a program being the -- its duration. That's important for two reasons.

And you indicated this already, Senator, but just to reiterate, time is money. So a 15-year program is going to cost more than a 10- year program the way we do things. So -- so cost control, it's essential.

But the MRAP example points to something even more important, which is technology changes very quickly. Our enemies change very quickly today. And you don't have to be in a war, which the MRAP example occasions, to understand that we need to be able to turn the corner, add new technology to systems, field new systems more quickly than our opponents are doing the same.

If we have a 15-year timetable, and we're competing with any modern economy around the world, the same thing's going to happen to you as if you were a commercial company that has a 15-year product cycle. You're going to lose.

So I think it's very important, not just for cost control but in order to remain the best military in the world, that we turn the technological corner more quickly.

And the MRAP example, the war's example, gave me at least a lot of ideas about how we can do that even in peacetime.

KING: Well, I think part of it is instilling a sense of urgency and -- and all the way up and down the line.

I mean, the -- the accomplishments of this country during World War II under extreme duress in terms of production were astonishing. Where I live, near Bath, Maine, I can't remember the exact figure, but I think they turned out a destroyer during World War II something like once every 17 days, which is unbelievable. Granted, it was a much simpler machine then than now, but -- and the -- the story of the bombers in World War II is also quite extraordinary.

So I think there has to be a sense of urgency. We -- we are if not directly at war, we are certainly close to war footing on a number of fronts, and that should inform -- as you pointed out, this isn't the Cold War where can you do things with a five, 10 or 15-year lead time. This -- and our asymmetric advantage is technology. And if we're unable to deploy that technology on a timely basis, we're basically losing that advantage.

So again, I very strongly urge you to follow on -- on that.

And by the way, Frank Kendall, who is in your office, I think, is -- is a star, and -- and I -- I think he -- I -- I hope you're going to keep him...

CARTER: I -- I -- I -- I can't resist seconding that emotion. Frank was my principal deputy when I was under secretary, and we're -- we're very lucky to have an acquisition executive like Frank.

KING: Well, my philosophy of leadership, which applies to this case, is hire good people and take credit for what they do. And Frank falls into that category.

Second question, how do we get more value out of our allies in terms of support for the work that we're doing?

I understand that in many countries of Europe, defense as a share of GDP is actually going down, which it is here too, but it's going to 2 -- less than 2 percent.

Is that part of your mission, is to encourage our allies to be more -- to contribute more to this -- what is really the common defense?

CARTER: I think they need to spend more on their own defense, because their own defense is also our defense. That's what being an ally is about. And so I'd like to see them carry their full weight of being an ally.

And as I indicated earlier, I don't see how any American be -- can be satisfied with the general level of defense spending among our European allies. I think it should be higher.

KING: Finally -- and I realize my time is running -- running short, but it seems to me one of the great strategic challenges of -- of this moment is to enlist Muslim countries and Arab countries in the fight against ISIL. They have to realize -- and I think the events of -- of yesterday may be a galvanizing factor, but they have to realize that this has to be their fight.

If it's our fight, that's what ISIL wants. They want to this to be the West against Islam. But the fact that they did this horrendous murder yesterday of one of their brothers, of a Sunni Muslim, I hope will be a wakeup call to the Muslim world that they've got to deal with these guys most directly, not simply by holding our coat but by contributing and being involved on the ground, in the air.

This has to be their fight, ultimately. It's not one that we can carry on by ourselves.

CARTER: Absolutely.

MCCAIN: Senator Cruz?

CRUZ: Thank you, Mr. Chairman.

Dr. Carter, thank you for joining us. I enjoyed having the opportunity to visit with you in my office.

CARTER: Thank you. Likewise.

CRUZ: And I appreciate your many years of service to our nation...

CARTER: Thank you.

CRUZ: ... and your willingness to serve in this incredibly important role and at a time of -- of great challenges, great threats and also at a time, unfortunately, when -- when the Defense Department faces significant challenges internally.

I have, for some time, been -- been critical of the Obama administration's foreign policy that it has lacked a steady mooring and a focus on the very real national security threats facing the country.

I'd like to take the opportunity to briefly discuss a few of those threats with -- with you and get your thoughts on them. And I want to start with the threat of the Iran acquiring nuclear weapons capability.

In your judgment, what would be the national security implications to the United States if Iran were to acquire nuclear weapons?

CARTER: Thank you, Senator.

In -- in a phrase, exceptionally grave, and that for two reasons. First of all, they might use them, but second, their having them is likely to stimulate others to get them. So for both those reasons, very grave.

CRUZ: Let's perhaps expand on -- on each of them. What is it about the regime in Iran that -- that poses a significant threat of their actually using nuclear weapons if they had them?

CARTER: Well, if you take at face value what they say, they have the ambition to wipe off the map other states in the region, namely Israel. They have a long history of behaving in a disruptive way, of supporting terrorism, of trying to undermine other governments of operating around the world.

So I think they give abundance evidence that they're -- they're not the kind of people you want to have having nuclear weapons.

CRUZ: And -- and would you agree as well that -- that with radical religious extremism, ordinary notions of deterrents and cost- benefit analysis don't -- don't always apply?

CARTER: I'm concerned that that is the case with people who are extremists of that kind, yes.

CRUZ: Now, Dr. Carter, you also talked about the threat of nuclear proliferation and in particular, the threat that other Middle East countries, in response to Iran acquiring nuclear weapons capability, would then feel the need themselves to acquire the same.

You know, what does it tell us, for -- for some decades, it has been a matter of pretty widespread public knowledge that the Nation of Israel has nuclear weapons capability, and yet throughout that time, Israel's Arab neighbors have expressed no burning desire to acquire their own nuclear weapons, apparently because they don't perceive any meaningful threat that Israel would use those weapons in an offensive manner, and yet the Arab neighbors of Iran are reacting qualitatively different to the prospect of Khomeini and the mullahs acquiring nuclear weapons?

They are saying, almost without exception, if Iran would acquires those weapons, they would immediately need to get their own.

What does that say about the judgment of Saudi Arabia and -- and other countries in the region about the magnitude of the threat posed by Iran?

CARTER: I think it tends to reinforce what we were just saying, namely the prospect of Iran having a nuclear weapon's a pretty fearful matter, and you don't have to be just an American or an Israeli to get that idea.

CRUZ: So would you then agree that the consequences of getting these negotiations wrong, that are ongoing, or the consequences of these negotiations facilitating and allowing Iran to acquire nuclear weapons capability would be severe, both from the prospective of the Middle East and our allies but also from the prospective of our own national security?

CARTER: Yes. The negotiations have precisely the opposite objective.

CRUZ: Let me ask you also briefly about ISIS. How would you characterize our objective right now with regards to ISIS?

CARTER: To inflict a lasting defeat upon ISIS. I only add the word lasting to reinforce the idea that once they're beaten, they need to stay beaten, which means you need to create the conditions, in, in this case Iraq and Syria, so that they stay defeated.

CRUZ: And a final question: In your professional judgment, what would be required militarily to destroy or, as you put it, inflict a lasting defeat on ISIS?

CARTER: Militarily, it would be the dismantlement of their forces and their networks, and, to get to the point about lastingly, to -- there's a political ingredient of this, which I need to add, which is to have them replaced in Iraq and in Syria with a government that the people want to be part of, and so they don't have to be governed by maniacs and terrorists.

CRUZ: Thank you, Dr. Carter.

My time has expired.

MCCAIN: Senator Blumenthal?

BLUMENTHAL: Thanks, Mr. Chairman.

Thank you for your long-standing and extraordinarily valuable service to our nation.

CARTER: Thank you, Senator.

BLUMENTHAL: I'm prepared to overlook your deserting the Kennedy School at Harvard to go to Stanford, and I hope you'll let us know if your back requires you to stand up or take a break.

CARTER: I'm fine, thank you for the consideration.

BLUMENTHAL: I'll take it out of my time.

I want to begin with a couple of brief questions and I hope I won't retrod the ground that you've already covered. From the conversations we've had, I assume that you will continue to back the current support -- full support for two submarines a year in the construction of our Virginia class submarines and the ongoing R&D and other programs necessary for the Ohio class.

CARTER: I will because undersea superiority is one of our key advantages, and we need to pursue it.

BLUMENTHAL: And it's one of those areas where, in a sense, we need to be on a war footing because we need to be prepared and ready, and the surveillance and intelligence functions as well as the deterrent capabilities are essential to our national defense. Am I correct?

CARTER: Absolutely.

BLUMENTHAL: Let me move to another area that is very close to my heart. And I, again, want to thank our chairman, Senator McCain, who joined with me in cosponsoring a measure, the Clay Hunt Suicide Prevention Act.

Suicide remains a difficult and daunting, horrific problem, not only among our veterans, 22 every day commit suicide, but also in our active military. And you and I have talked about this problem. I believe you're very much attuned to it. And I'm hopeful that you will continue the military's commitment and the Department of Defense commitment to providing the mental health care that's necessary to help our warriors deal with these invisible wounds and demons that come back from the battlefield with them.

CARTER: I am attuned to it. And there are -- there are people, and we need to care about them and care for them. And those who are having these kind of thoughts need help.

BLUMENTHAL: On the issue of our veterans who have suffered from post-traumatic stress as, again, you and I have discussed, your predecessor, Secretary Hagel worked with me, responded to my urging him to establish a new policy guidance on September 3, 2014, that finally directed proper consideration of post-traumatic stress by the Boards for Correction of Military Records when considering upgrade requests. Post-traumatic stress was unknown in the Vietnam and Korean eras. Not unknown because it didn't exist, but unknown because it wasn't diagnosed.

And so this new policy gives proper recognition to a medical condition that simply was never diagnosed at the time, but may have caused less than honorable discharges.

And I hope if confirmed, you'll ensure full and forceful implementation of this policy and continued outreach, because it's so vitally necessary, outreach to anyone who may be eligible to apply under the new guidelines.

CARTER: I will. We've learned a lot about that, sadly, in recent years, and understand now a lot better that it truly is a malady that we can and need to address. So, yes. And thank you for taking an interest in it, as you have done in the -- about the welfare of our troops in so many ways. In the course of the war, I was always very grateful to your -- for your attention to the well-being of the troops. Thank you.

BLUMENTHAL: Thank you very much.

I should probably stop there, but I do have a couple more questions. I really appreciate your kind words.

On the interoperability of the Department of Defense and the Veterans Administration, I am the ranking member on the Veterans Administration -- Veterans Affairs Committee of the Senate. And I think there's been an ongoing concern, you're aware of it, of the issues relating to the integrated electronic health records, integrated disability evaluation system, treating military sexual trauma, other shared efforts that really involve a gap between these two great departments, each with a vital mission.

And I'm hoping that you will continue the effort that your predecessor I think believed was very important to close that gap and make sure that there really is the kind of connection, the vibrant, vital connection that is important to our troops and then to our veterans.

CARTER: I recognize that gap. And there's only one soldier, there are two Cabinet departments. One soldier shouldn't have to worry about two Cabinet departments.

BLUMENTHAL: Thank you.

Thanks, Mr. Chairman.

MCCAIN: Thank you. I'd mention to my colleagues, we are now into the second round of questioning. In deference to Dr. Carter's health, I would request that we be as succinct as possible. But I want everyone to have a chance to continue questioning, if it's -- if you're all right, Doctor?

CARTER: I am, sir, absolutely.

MCCAIN: So I will forego.

Senator Reed?

REED: I'll just pass, thank you.

MCCAIN: All right.

Then next is Senator Cotton.

COTTON: I'd like to discuss the transfer of five Taliban commanders at Guantanamo Bay for Private Bowe Bergdahl.

Knowing what we now know about the attempted recidivism of one of those Taliban members as well as the ongoing investigation into Bowe Bergdahl's conduct in Afghanistan, do you think that it was a correct decision to go forward with that transfer?

CARTER: First of all, I don't know the circumstances. I've read the newspaper reports, but I don't have any other information about these -- these -- these individuals.

The -- what I do know is this, I wasn't in government at the time the decision was made, but I have read the letters from all the Joint Chiefs of Staff to Senator Levin on this matter, all of whom express support for the decision.

And I don't want to speak for any of them, just but speaking for myself, it really boiled down to one thing, which you very much from your own distinguished service understand, but just to say it, it is that we have for decades and decades and decades gone back decades and decades and decades in time to battlefields to bring home our fallen. And so, it is a sacred duty to bring back our -- our fallen.

That was the motivation that the Chiefs cited as motivating their support for the Bergdahl decision. It obviously was a difficult decision to make because of the five people that you now cite. But they supported the decision.

And based on what I know about the circumstances, as they were known at time, I would have supported the decision as well.

COTTON: Well, I opposed it then. I would oppose it now. And we didn't leave Bowe Bergdahl behind. The thousands of soldiers who went after him, trying to find him, who faced enemy fire trying to locate him, we're not leaving him behind. It's -- you're right that they tell every soldier, sailor, airman and Marine that we won't -- they won't leave us behind. That doesn't mean they'll trade five stone- cold Taliban killers for us.

When this transfer happened, Congress was not notified as required by the law.

Can you assure us that in the future Congress will always receive advance notification as required by law for future releases of Guantanamo prisoners?

CARTER: I can assure you we will always abide by the law, absolutely, sir.

COTTON: There have been media reports, most recently from Secretary Hagel himself, that he received White House pressure to sign off on the certification that Guantanamo detainees could be released. There have been reports that Leon Panetta even declined to release these five Taliban specific members at Guantanamo Bay.

Can you talk to us about how you might resist such pressure if you receive it from the White House when it comes to Guantanamo Bay releases?

CARTER: I sure can. I'm going to call it straight. I have an obligation under the law with respect to the risks associated with transfers of detainees. And I intend to discharge that responsibility in a very straight-up way.

COTTON: Shifting to Bowe Bergdahl, my understanding is the investigation is still ongoing into his conduct in Afghanistan.

Is that your understanding?

CARTER: That's my understanding from the newspapers. But I don't have any inside information.

COTTON: If confirmed can you assure us that that investigation will proceed without any unlawful command influence at any level?

CARTER: Absolutely.

COTTON: I would like to shift briefly to Russia and Ukraine and implications for the Baltic States. Right now there's fighting going on in Ukraine; much of it is over the Minsk line where the -- so- called -- or the so-called Minsk line where the forces were supposed to be separated since September.

One technique that Russia used in Ukraine and then they used in Eastern -- or in Crimea and then they used in Eastern Ukraine is the so-called little green men. By most reports these are Russian special operations forces who are operating in advance in Crimea and Eastern Ukraine.

If Russia has uniform soldiers operating on foreign territory without insignia, would that be a violation of the Geneva Conventions?

CARTER: I -- what it -- what it is -- I just don't know the international legal answer to what you're -- what -- to the question you're posing, Senator.

What I do know is that's what they've been doing. And I don't know -- I think the little green men are part of the big lie, the big Putin lie, where he is clearly violating the sovereignty of a neighboring country and then pretending it isn't him and pretending it isn't Russia.

And as far as I understand, it very clearly is Russia. So it seems to me that's very -- I don't know the legal part of it, but the common sense answer is he's violated Ukrainian sovereignty.

COTTON: I believe there's a strong case that it would violate the Geneva Conventions to have soldiers operating without insignia. And since you have said earlier that you would support putting NATO forces in Estonia, Lithuania and Latvia, I would just ask support that as well, especially recon forces who might be on the lookout for little green men.

Thank you.

CARTER: Thank you.

MCCAIN: Senator Heinrich.

HEINRICH: Thank you, Chairman.

Dr. Carter, you've spoken quite effectively about the need to address runaway costs, needless overhead, waste at the DOD. I want to touch on the fiscal impact of operating the Guantanamo detention facility.

Maintaining the prison at Guantanamo has cost the American taxpayers almost $5 billion since it opened in 2002, an average of $493 million every year for the last five years. And in fact, in 2014, we spent more than $3 million per Guantanamo detainee. That compares to about $78,000 per prisoner a year that we use to house hardened criminals in the Florence, Colorado, supermax prison.

Do you intend to review the cost effectiveness of continuing to operate the facility at Guantanamo versus placing high-risk detainees that need to continue to be detained in a more fiscally responsible setting?

CARTER: Senator, I understand the cost numbers that you're citing. They broadly correspond to what I understand. I think the issue that Guantanamo will ultimately boil down to is what do you do with the people at Guantanamo that cannot be -- they need to be incarcerated.

Where are they going to be -- if not Gitmo, where are they going to be incarcerated?

That's a fundamental question that is a very difficult one. It's partly a legal one and partly a practical one. And I don't know everything I would need to know about that, but I hope that if, as the -- as time goes on and engaging with members of this committee, many of whom know much more about this subject than I do, that we can discuss what might be done with these people because what's plain as day is that they need to be incarcerated, as you indicated, in a supermax type place.

HEINRICH: Yes. I appreciate that. And I look forward to working with you on that.

As someone who helped draft the Nunn-Lugar legislation, which I think was one of the high watermarks for legislation in the last decades, how do you view working -- what's the right approach to preserving that nonproliferation infrastructure in the current environment?

CARTER: The Nunn-Lugar program, since those days, has moved on to other very important missions. It's less focused on the -- on Russia and the states of the former Soviet Union than it once was. It's now focused on globally. It has picked up a big focus on biological weapons, which are also very fearsome weapons, as well as nuclear weapons.

So it still has a role to play in keeping us safe. It's one of those ways that the Defense Department can act in its long-term interest to head off threats that, were they to occur and materialize, would be much more dangerous and much more costly to have to counter than if we can stop them from developing in the first place.

HEINRICH: Yes. I appreciate that.

Back in 1995, we had our nation's first nuclear posture review. At that time there was some talk about potentially transitioning to a monad where land-based missiles and bombers might not be utilized. We moved away from that obviously in recent years to the more traditional triad.

What are your thoughts on the nuclear triad today, given today's global security environment?

Is that something you intend to continue to look at?

Do you think it's meeting the deterrent requirements that we have?

And just generally what are your thoughts on it?

CARTER: I think it is meeting our deterrent requirements. I think those deterrent requirements are going to be with us as far into the future as I can see. And that's why, you know, I think you have to remind Russia that this was a two-way street, that we signed a treaty that said, "You're not going to do this, and we're not going to do it either."

CARTER: And if you don't want to have that treaty, why then, you're absolved from your restrictions under that treaty, while we are too. And what might we do, therefore, to -- in a military sense, to respond to this development if it continues on the part of -- of Russia?

And I think that there are defensive steps that we can take, there are deterrent steps that we can take, and there are counterforce steps that we can take. So we have military options too, if they really want to get into this kind of game.

Obviously, the judgment behind the INF treaty was that we'd both be better off if we didn't do this. That's why we agreed.

But, you know, these are always two-way streets, and I think they need to be reminded it's a two-way street.

AYOTTE: Thank you. I appreciate that very much, Dr. Carter.

I wanted to follow up on two -- two areas.

First, on the Guantanamo Bay discussion, one of the things that I think is important for people to understand is that we're not, at the moment, talking about transfers; we're talking about releases. And I think that's an important distinction and something, obviously, as secretary of defense, you should be looking at, as we talked about earlier, making sure that people can't be in a position to reengage.

But one country in particular I want to ask you about, and that's Yemen.

Last year, I had an amendment that passed on a bipartisan basis that would have prohibited transfers to Yemen. The situation has gotten markedly worse since that amendment passed in this committee. It did not get in the final bill.

I've got 10 pages of -- of incidents in Yemen and obviously, the recent issues with the Houthis, the takeover of the government as well as suicide attacks, et cetera.

Would you -- do you think it's advisable or would you recommend transferring any of these detainees to Yemen?

CARTER: That doesn't sound very sensible in the environment in which we're -- we're -- we're facing ourselves, no.

AYOTTE: Well, I appreciate that. Thank you.

I also wanted to follow up, in our office discussion, we had talked about the A-10 and one thing I had asked of you that I hope you will do when you're confirmed, and that is, you know, I have opposed the Air Force's decision to retire the A-10, particularly from what I've heard from our men and women on the ground and the important -- the fact that it's the best close air-support platform for our men and women in uniform.

But I also -- we've heard from the association that represents 3,300 serving, separated and retired JTAC. That is the Tactical Air Control Party Association. And what they've said about the A-10, "We believe F-15s, 16s and B-1s cannot replicate the CAS capabilities of the A-10, and we know from combat experience that the elimination of the A-10 before a viable replacement achieves operational capability will cost American lives."

So I asked you in my office and I would like you to confirm again that you are willing to sit down with some of our members of this association, who, as you know, are the ones on the ground calling in the strikes and working with our men and women of uniform, and they work with all of our platforms.

CARTER: I -- I remember very clearly. I have the letter that you -- you gave me from them, and, absolutely, I will.

AYOTTE: Thank you. This is really important.

And I have one other follow-up request that you had -- had graciously agreed to in the office as well -- and I think Senator King from Maine will appreciate this as well -- and that is that you agreed to come to New Hampshire, and we, of course, at that point, will obviously love to show Dr. Carter the Portsmouth Naval Shipyard.

KING: In Maine, you mean? The one in Maine?

AYOTTE: Where so many of the wonderful workers are in New Hampshire, so...

KING: Thank you.

CARTER: If -- if -- if confirmed, I would look forward to that.

AYOTTE: Thank you, Dr. Carter.

CARTER: Thank you.

MCCAIN: It's not necessary, Doctor.

(LAUGHTER)

Senator Ernst?

ERNST: Thank you, Mr. Chair.

Again, thank you, Dr. Carter, for being here.

As a military, we have moved a very long ways away from using the old compass and map. Many of our systems now are very heavily networked. We rely very much on -- on technology for our weapon systems, for our command and control systems, and that is really our primary tools for achieving dominance over our adversaries on the battlefield.

But what we are seeing now is cyber security threats, cyber attacks that are looming out there, and a number of countries out there, including Russia, China, North Korea, probably many others, have very sophisticated means of -- of attacking networks.

And how do you see that impacting our acquisition strategy as we move forward, and how do we best protect our equipment, protect our personnel moving forward?

CARTER: I -- I -- I -- I think you said it exactly the way I see it.

You understand, but perhaps others around the country don't understand that not only is our civilian infrastructure susceptible to cyber attack, but we have to be concerned about our military infrastructure, because exactly as you say, there's no point in having planes and -- and ships and armored vehicles in today's world if the network is itself vulnerable.

And I think -- and I hope I can work together, if I'm confirmed, with this committee on improving our cyber defenses -- many aspects of cyber, but one is the defense of our own networks in the -- in the Department of Defense. That is not where it should be in terms of making them immune to attack by a potential enemy that would impair our own forces engaged with that enemy.

So that, I -- I -- I -- I -- I agree with you entirely.

ERNST: Yes, thank you.

It's -- we rely on networking so very much from the simple ordering of a part for a Humvee to targeting, you know, enemy on the battlefield, so it goes from every level from, you know, your squad level all the way up through the ranks.

Do you have an opinion on this -- just your opinion? Because it is more than just the military and the Department of Defense and our network security. We could look at attacks to our financial institutions, to our utilities as being a security risk for the United States also.

Do you have an opinion on where the federal government should be in regards to protecting our national security interests versus the privacy of -- of individuals out there that might be using the network?

CARTER: I do. I have some -- some -- some understanding of -- of that issue.

And I would say that the federal government does have a role in protecting the country from cyber attack in the same way it has a role in protecting the country from other kinds of attack. And I think it can do a lot more to exercise that responsibility without causing concerns over invasions of people's privacy and so forth.

So for example, the government can share information and knowledge it has collected about threats to private networks with those private parties, provided the proper legal safeguards are provided, which have less to do with privacy than they do with things like antitrust and other aspects that are important.

I think that the government can sponsor and conduct R&D that improves the tradecraft in network defense for the good of the country.

So I think there's a lot we can do, and we're not anywhere near where we should be as a country. I think if we were as unprotected in some other domain that was more familiar to ordinary people, they would be clamoring for us to do more.

I think if people fully understand what you -- what you understand about how vulnerable we are in cyberspace, they'd want us to do more, not in any way that compromised anybody's privacy, but they'd want us to -- to be doing a lot more than I believe we are doing now.

ERNST: Thank you. I appreciate that.

I think this will continue to be a vexing problem for us moving forward. It is a situation we are dealing with in many of our separate committees. But I do appreciate your opinion very much.

Thank you, Mr. Chair.

MCCAIN: Senator Sullivan.

SULLIVAN: Dr. Carter, I want to go back to the issue of Iran for a moment.

Under the chairman's leadership, we've had some tremendous witnesses over the last three weeks testifying on strategic challenges and how to think through them.

Dr. Kissinger's testimony in particular was very powerful. He said, as we kind of struggle with these, we collectively, in the legislative branch, executive branch, these strategic issues and challenges, that we need to ask ourselves questions.

And the first one -- and I think in his view the most important one -- was what do we seek to prevent, no matter how it happens, and if necessary, alone? I'll repeat that. What do we seek to prevent, no matter how we prevent it, and if necessary, alone?

In your view, would preventing Iran from obtaining a nuclear weapon fall into that first category that Dr. Kissinger laid out?

CARTER: Yes. Yes.

SULLIVAN: OK. Thank you.

Second, I want to get back to the issue we were talking about a little bit earlier, you know, this issue of kind of being straight up with not only Congress and the American people on our challenges. I think you've been doing that today in your testimony.

Again, I have some doubts that that's happening at the highest levels. You know, the president's mention in his State of the Union of referring to 9/11 and then saying the crisis has passed. I don't think most Americans would agree with that.

But the discussion today about ISIS, and you were talking about lasting defeat, it's really actually Islamic extremism and the threat it poses to the United States and our citizens.

What in your view is the timeline? Because I think this is an issue that really hasn't been discussed. Some people think that, you know, we're gonna declare victory next year, two years. There's been others who have been saying, no, this is much more like the Cold War. Former CENTCOM commander, General John Abizaid talked about the long war.

I mean, what -- where do you see this kind of defeat playing out? And if it is gonna take a long time -- maybe a generation -- shouldn't we be preparing the American people for that, as opposed to saying, oh, we're gonna defeat ISIS within a year?

CARTER: I certainly hope that we defeat ISIS quickly. But that won't be a lasting defeat necessarily unless we have a political dimension to that defeat as well as a military defeat.

And that won't be the end of terrorism, Islamic extremist terrorism. Our experience has been this is a movement that changes and morphs and moves around the world. One would like to hope that at some point its inherent unattractiveness would cause it to burn out. But we can't be confident of that. And I...

SULLIVAN: So how do you think we should be thinking about it? From a time standpoint.

CARTER: I think we need to be thinking about terrorism more generally as a enduring part of our national security mission.

I believe that secretaries of defense, many in the future, even if Islamist extremism -- which I certainly hope burns itself out at some point -- will always be facing the problem of the few against the many.

There are aberrant people out there, and technology in today's world gives smaller and smaller groups of people and even individuals destructive power that they would never have had in previous eras.

And it's gonna be the job of our security authorities, defense, law enforcement, homeland security and everything, to protect our people against these -- these -- these people, whatever they're thinking. And they may not be thinking in this particular -- in the ISIS way. They may have something else on their mind. Or nothing at all on their minds.

But I do think it's gonna be a continuing part of the human condition and of -- and of defending our people.

SULLIVAN: So, I want to just ask one final question. You know, I think one thing that's gonna be very important is to continue a very strong focus on training. Severe, hard training for our troops.

As you know, in periods of drawdown or changes as a country historically, we haven't always done this well. We talked about this, when you're an infantry officer in the Marine Corps, you're strongly encouraged this read this book called "This Kind of War." I encourage you or your staff to take a look at it. It is called "A Study in Unpreparedness," and it shows what happens when you have troops that are not trained.

And, if confirmed, will you -- you're obviously gonna have a myriad of responsibilities, pressures on you. I'd like to get a commitment that you'll keep as certainly one of your top, if your not top priority, this issue of training, hard, severe training.

Because, as you know, the best way to ultimately take care of the troops is to make sure that they're ready to fight, destroy the enemy and come home safely.

Can we get that commitment from you?

CARTER: You absolutely have it. And I -- I just would say, your authoritativeness on that exact subject is very much appreciated and respected.

COTTON: Thank you.

MCCAIN: Senator Shaheen?

SHAHEEN: Thank you, Mr. Chairman.

And, Dr. Carter, I know we're trying to get you out, so I will be very brief. But I did want to come back to an issue that you and I had a chance to talk about briefly when you came in to see me, about the importance of our public shipyards and the good work that they do.

Senator King, I know Senator Ayotte and I are all very proud of the Portsmouth Naval Shipyard, and that you were issued an invitation to visit, which I would second. We would love to have you come up.

And, while you're at it, you can come to Pease and see the home of the new KC-46 air refueling tanker, which we're also very proud of.

But one of the challenges of sequestration is the impact on not just our men and women serving in uniform but also on our civilian workforce. And so, can you talk about the threat that's posed by the uncertainty, especially for the engineers, the scientists, the mathematicians that we are gonna need to continue to fill those civilian jobs to keep our shipyards at their highest level of efficiency and production, and all of our depots as well?

CARTER: Yes. Thank you. And I do want to take the opportunity to express my gratitude for what our civilian members of our Department of Defense do. A lot of people have the image of the civilian as a bureaucrat sitting behind a desk somewhere. And we do -- we -- that's an issue we also need to get at, because there's that, too, and that's costly, in headquarters and overhead and so forth.

But most of DOD civilians are not sitting behind a desk. They're actually doing maintenance work and repair work that actually needs to get done.

So they're not a waste. They're there doing something essential. And I think that they -- sometimes we talk about them as though we don't appreciate them. And I think we do need to appreciate them.

And even as we cut down -- as I believe we need to do -- the overall number of civilians in the Department of Defense, I think you do that by getting rid of the overhead and the unnecessary layers and offices and so forth. But I don't think anybody ought to be talking about somebody who fixes and maintains an essential piece of equipment. And we ought to be giving our thanks to those folks for what they're doing for the country.

SHAHEEN: And are you concerned about the impact that sequestration might have on our ability to continue to maintain those civilian workers who have the backgrounds that we need to continue to do those jobs?

CARTER: Yes. Because one of the things that sequester does, because it hits fast and hard, is cause managers in defense to take away dollars from exactly that kind of work. And it gets back to the readiness issue.

SHAHEEN: Thank you very much.

Thank you, Mr. Chairman.

MCCAIN: Senator Tillis?

TILLIS: Dr. Carter, sorry, I had to step out. I had another committee meeting. But I -- and so, if this question's been asked, I apologize.

In your response to some of the written questions submitted to you, there was a concern expressed over the size of our naval fleet, and how it has reduced in numbers.

And in your response, you commented that you can't just look at the absolute number of ships to determine what our capabilities are.

So, my question for you is what can you share with us that should make us feel OK with some reduction in the fleet, if you believe that that's OK as a long-term position?

And then, secondly, what do you think the long-term plans should be for our naval readiness?

CARTER: Well, thank you, Senator. It is true that, as you say, that you have to look at quality and not just quantity.

I mean, that said, I think the Navy's ship-building plan calls for it to increase the number of ships, not to decrease the number of ships, and I certainly think that's important.

And our Navy is -- we are the only -- we are the paramount navy in the world. And they're one -- that's one of the things that makes us a global power. It makes -- it's what allows us to be present when things break somewhere, whether it be a conflict or a natural disaster. You see the Americans show up first in either case.

Why do they do that?

Well, one of the ways they do that is through the Navy. So I have a strong interest in maintaining not just the quality but the quantity as well.

Obviously this gets back to the budget and how many dollars we have. Another reason why we need to have enough dollars.

TILLIS: Thank you. I have another question and a final question. It relates to a report I'm expecting the Secretary of the Air Force to submit to Congress, saying that they're going to be pulling out Air Force assets from Pope Field. And you and I touched on this briefly when we met.

And I think the result of that is going to be the Army requiring planes to be flown in to support training exercises there. It -- and I'm more worried about Pope Field going forward. It looks like the current course and speed, it could wither away and I think it's an important strategic asset.

So rather than ask you to take a position on this decision, I'd like to get your commitment, once you're confirmed, to meet with me and others who have a concern with this, not as a North Carolina issue, but as a -- perhaps not a good strategic decision and walk through this and see if either I can be convinced that it is the right decision or you could be convinced it may be something we have to rethink.

And I would appreciate your commitment to doing that.

CARTER: Absolutely, you have that.

TILLIS: Thank you.

Thank you, Mr. Chair.

MCCAIN: I'm told that Senator Lee is on his way.

Is his staffer here?

From the airport?

Pope Field.

(CROSSTALK)

MCCAIN: I just don't think we can hold up the witness.

Can I just say, we intend to receive as many written questions as necessary to -- by the end of business today so you can review them and have the -- your answers returned so that we can get your confirmation to the floor early next week.

If not, as you know, the week after that we're in a recess so we'll try and get it accomplished.

I heard a door close.

Yes, go ahead, Jack.

REED: I just simply want to thank Dr. Carter for his service of the nation and for his assessment today.

And that the chairman for an extremely thoughtful hearing and a very productive hearing. Thank you.

(UNKNOWN): Thank you, Senator.

MCCAIN: Well, I just can't hold the witness any longer -- oh.

(UNKNOWN): Senator McCain, I think he's running around the anteroom to this entrance here. I would expect him to pop through in about 10 seconds.

MCCAIN: Senator Lee, welcome.

LEE: Thank you very much, Mr. Chairman.

You've been very patient today and answered a lot of questions and I just wanted to talk to you briefly about religious freedom within the military. I think the ability to believe according to one's own belief system and to express those views appropriately is of utmost importance to the morale of all of our service men and women and to their families.

I think it's also something of a pillar of our society, something that we have always expected would be tolerated, is a diversity of religious viewpoint and religious expression. Certainly one's religious freedom should never be curtailed merely because one decides to serve one's country in the military.

I was concerned late last year to hear about a situation in the Army in which a chaplain, in the course of some suicide prevention training, was reprimanded for sharing his faith, talking about how his faith played a really important role in his personal recovery from depression.

My understanding is that he was reprimanded, despite the fact that the Army itself, of course, recognizes the importance of spiritual wellness and the importance that faith can play in a person's life in dealing with mental health issues of all kinds and an Army that's affirmed the important role that chaplains tend to play in our armed services.

Congress, of course, has acted several times in recent years to prioritize protection of religious freedom and religious expression within the armed services, respecting the necessity, of course, of maintaining good order and discipline and making sure that those things aren't ever compromised.

What's your view on religious freedom and freedom of religious expression within the military?

And what will you do, if you're confirmed as secretary, to make sure that those rights are respected and that the obligations imposed by Congress on the military are honored?

CARTER: Well, I do think it's important and I don't think there's any inherent conflict between religious freedom and religious expression and good order and discipline. We can have both.

I don't know anything about the particular case you educe, but I -- that -- this idea of having both and that they're not in inherent conflict with one another, I think, is extremely important and one that, if I am confirmed in this job, I would want to see to it that no one thought that there was an inherent conflict between those two.

LEE: Thank you. I appreciate that. And you know, those who serve us certainly appreciate that as well.

I appreciated what I heard you say earlier. I think it was in connection with a question asked by Senator Ernst regarding the valuable contributions of our National Guard and our reserve units in combat. I hope that as services continue to reassess their force mixture, that those sentiments -- the sentiments that you expressed very, very well will continue to be at the forefront of your mind and that you'll be conscious of those things.

And you know, as I -- as I look at the Guard units in my home state of Utah, those Guard units have served us very well and a lot of them -- a lot of our service members who serve in our Guard units have been deployed many, many times just over the last few years.

They've served exceptionally well and I hope you'll continue to recognize them, their contributions, and to utilize them appropriately.

I assume you don't --

CARTER: I will. You just said it very, very well. They've really come through for us.

LEE: Thank you very much.

And thank you, Mr. Chairman. I see my time's rapidly expiring.

MCCAIN: Thank you, Doctor.

As I mentioned, we will try to ask our members to get in any written questions they have for you by noon tomorrow so that you will have time to return those, either before the weekend or just after. And we will see -- talk to the majority leader to see if we can't get your nomination to the floor so that you can get to work.

We thank you for your patience today and thank you for your appearance and thank you for your willingness to continue to serve this nation.

CARTER: Thank you, Mr. Chairman.

MCCAIN: The hearing is adjourned.

END

Feb 04, 2015 17:29 ET .EOF

From:	Ashton Carter
To:	SecDe (b)(6)
Subject:	FW: Where is final statement?
Date:	Thursday, September 24, 2015 8:42:27 AM
Attachments:	Opening Statement Dr Ashton Carter.pdf ATT00001.htm Opening Statement (ABC).docx ATT00002.htm

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From: (b)(6)
Subject: Fwd: Where is final statement?
Date: Thu, 19 Feb 2015 11:02:12 -0500
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: February 3, 2015 at 12:22:50 PM EST
> To: Ashton Carter (b)(6) rfl lewis (b)(6)
> Cc: Michael Bayer
> Arnold Punaro (b)(6)
> Subject: Re: Where is final statement?
>
> On Tue, Feb 3, 2015 at 11:58 AM, Ashton Carter (b)(6) wrote:
>
> > Sent from my iPhone

Chairman McCain, Ranking Member Reed, and distinguished members of the Committee, thank you for inviting me to appear before you as President Obama's nominee to be Secretary of Defense. I am honored by his trust and confidence, and also by the prospect of serving once again the troops and the country that I love so much.

If confirmed, I will take the office of Secretary of Defense after one of our nation's most honorable and conscientious public servants, Chuck Hagel. I worked for Secretary Hagel and have known him for decades, though not over all of the many decades he has served our country. Among the many traits I admire in Secretary Hagel is the tireless care with which he carried out the most solemn duty of a Secretary of Defense, which is to the relatively few brave young men and women who defend the rest of us.

I also thank Senator Lieberman for his warm and generous introduction – this is not the first time he has done so – and also for his service to this body and to the nation.

My perfect wife Stephanie and wonderful children Will and Ava are behind me, as they always are, every day. I thank them.

The President frequently notes that America has the greatest fighting force the world has ever known. To the men and women of the Department of Defense who make it so, and to this Committee which also watches over them: I pledge if I am confirmed as Secretary of Defense to keep faith with the dedication that brought them into service, to ensure that their training and equipment are as superb as they are, that the well-being, safety, and dignity of each of them and their families is fostered and respected, and that decisions about when and where they are sent into harm's way are made with the greatest reflection and care. The principal reason that Stephanie and I made a U-turn in our life to accept the offer of nomination is our respect and devotion to them.

Mr. Chairman and members of the Committee, I will be brief.

If confirmed as Secretary of Defense, my responsibilities would be to protect America and its friends and allies in a turbulent and dangerous world. At the same time, I never lose sight of the fact that the United States remains the strongest, most resilient, and most influential nation on the face of the earth. We do indeed have the finest fighting force the world has ever known. We have an innovative economy that has long set the pace for the rest of the world. Our country has friends and allies in every corner of the world, and our adversaries have few: this is clear testimony to the appeal of our values, our principles, and our leadership. All this makes me proud and hopeful, and determined to grab hold of the bright opportunities in front of us as well as to counter the very real dangers we face.

These dangers include continuing turmoil in the Middle East and North Africa, and terrorism emanating from it; an ongoing war in Afghanistan; the reversion to old-style security thinking in parts of Europe; the long-standing tensions from the past and the rapid changes in Asia, and the continuing need for the stabilizing role of the United States in a region so important to the future; the continuing imperative to counter the spread or use of weapons of mass destruction; and new dangers in new domains like cyber. Strategy needs to keep all these problems in perspective and to craft lasting approaches to each of them. I have promised President Obama that if I am confirmed, I will furnish him my most candid strategic advice. In formulating that advice, I intend to confer widely among civilian and military leaders, experts and foreign partners. When the President makes a decision, I will also ensure that the Department of Defense implements it with its long-admired excellence. I will also ensure that the President receives candid professional military advice. This is not only consonant with the law as written in this very Committee, but with good sense, since our military leaders possess wide and deep experience and expertise. The law also prescribes the chain of command, and if I am confirmed as Secretary of Defense I will be a stickler for the chain of command.

I'd also like to say a word about the defense budget. Chairman and members of the committee: I very much hope that we can find a way together out of the wilderness of sequester. Sequester is risky to our defense, it introduces turbulence and uncertainty that are wasteful, and it conveys a misleadingly diminished picture of our power in the eyes of friends and foes alike. I am not familiar with the details of the FY 2016 budget submitted a few days ago, and if confirmed I will come back here for a full posture hearing to discuss them. But I strongly support the President's request for relief from the sequester caps in FY 2016 and through the future year defense plan. If confirmed, I will do my part to assist the President in working with Congress to resolve the overall issues of the country's fiscal future of which the defense budget is a part.

But I cannot suggest support and stability for the defense budget without at the same time frankly noting that not every defense dollar is spent as well as it should be. The taxpayer cannot comprehend, let alone support the defense budget, when they read of cost overruns, lack of accounting and accountability, needless overhead, and the like. This must stop. Every company, state, and city in the country has had to lean itself out in recent years, and it should be no different for the Pentagon. In this matter I am echoing Chairman McCain, Senator Reed, and this Committee which has long called for, and taken concrete action on, reform of acquisition and other parts of the defense enterprise, in the Weapons Systems Acquisition Reform Act (WSARA) of 2009 and before that, dating back to the Packard Commission and Goldwater-Nichols. I began my own career in defense in connection with the implementation of the Packard Commission's recommendations. The issues and solutions change over time, as technology and industry change. They extend from acquisition to all the other parts of the defense budget – force size, compensation,

and training as well as equipment. If confirmed as Secretary of Defense, I pledge to make needed change in the Pentagon, but also to seek support from Congress, because in the end I know that Congress holds the power of the purse. I look forward to partnership with this Committee in what can be a period of historic advance.

Mr. Chairman, Senator Reed, and members of the committee, thank you for giving me the opportunity to come before you. If confirmed, I will seek out your thoughts, perspectives, and combat experiences to help me do the best job.

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: your profile pic
Date: Thursday, September 24, 2015 8:42:05 AM

From: (b)(6)
Date: Thu, 19 Feb 2015 11:01:58 -0500
Subject: Fwd: your profile pic
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> To: "Ashton Carter" (b)(6)
> Subject: Re: your profile pic
>
> Here you go, Ash.
>
> Best, (b)(6)
>
> (b)(6)
> Communications and Editorial Manager
> Center for International Security and Cooperation
> Stanford University
> (b)(6)
>
> ----- Original Message -----
> From: "Ashton Carter" (b)(6)
> To: (b)(6)
> Sent: Thursday, October 16, 2014 4:13:53 AM
> Subject: Re: your profile pic
>
> hi (b) number 12! Can you send me a hi-res copy? Many thanks. Ash
>
> Sent from my iPad
>
> On Oct 15, 2014, at 7:14 PM, (b)(6) wrote:

Hi Ash,

Could you take a look at these and give me the number for the one you would like us to use on your profile page.

[redacted]

Best,[redacted]

****

[redacted]

Communications and Editorial Manager

Center for International Security and Cooperation

Stanford University

[redacted]

(b)(6)

From: Ashton Carter
To: SecDef [redacted]
Subject: FW: Couple things
Date: Thursday, September 24, 2015 8:41:33 AM

From: [redacted]
Subject: Fwd: Couple things
Date: Thu, 19 Feb 2015 17:39:24 -0500
To: [redacted]

Sent from my iPhone

Begin forwarded message:

From: Sally Donnelly [redacted]
Date: February 19, 2015 at 5:17:57 PM EST
To: Ashton Carter [redacted]
Subject: Couple things

[redacted]

3) Hope you found the dinner useful.
4) Shout if you need anything.
Sally

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: 16 Dec
Date: Thursday, September 24, 2015 8:40:48 AM

From: (b)(6)
Subject: Fwd: 16 Dec
Date: Fri, 20 Feb 2015 05:20:12 -0500
To: (b)(6)

(b)(5)

Sent from my iPad

Begin forwarded message:

> From: Ashton Carter (b)(6)
> Date: February 20, 2015 at 5:19:08 AM EST
> To: (b)(6)
> Subject: Re: 16 Dec
>
> Thanks (b) I will look forward to seeing you. Ash
>
> Sent from my iPad
>
> On Feb 20, 2015, at 12:05 AM, (b)(6) wrote:

(b)(5),(b)(6)

Non - Responsive

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: tomorrow"s (b)(5)
Date: Thursday, September 24, 2015 8:40:26 AM

> From: (b)(6)
> Subject: Re: tomorrow's (b)(5)
> Date: Mon, 16 Feb 2015 19:56:41 -0500
> To: (b)(6)
> CC: (b)(6)
>
(b)(5) Tnx. Ash
>
> Sent from my iPhone
>
> > On Feb 16, 2015, at 7:48 PM, Eric Fanning (b)(6) wrote:
> >
(b)(5)
> >
> > It's not even Day 1 yet!

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Day 1 Remarks
Date: Thursday, September 24, 2015 8:40:11 AM

> From: (b)(6)
> Subject: Re: Day 1 Remarks
> Date: Mon, 16 Feb 2015 19:59:15 -0500
> To: (b)(6)
> CC:
>
> Tnx. Have PSO bring in car tmrw. Ash
>
> Sent from my iPhone
>
> > On Feb 16, 2015, at 7:29 PM, (b)(6) wrote:
> >
> > Dr. Carter,
> >
> > Attached are multiple products from (b)(6) in your
> > speechwriting shop. I've cc'd your PSO detail in the event you'd like
> > these printed and brought up.
> >
> > 1. Final version of the message to all DoD personnel.
> > 2. Revised TP's for the all-hands - reworked to reflect the final message.
> > 3. TP's for the swearing in - including names for thanks as well as a
> > condensed version of the approved video and written message.
> >
> >
> > Best,
> (b)(6)
> > <Carter All-hands DRAFT 2.0.docx>
> > <Carter Swearing-In Ceremony TPs DRAFT 1.0.doc>
> > <Carter Message to the Department FINAL.docx>

FIRST-DAY MESSAGE TO ALL DOD PERSONNEL
TUESDAY, FEBRUARY 17, 2015
[688 WORDS]

To all Department of Defense personnel:

I am honored to become your Secretary of Defense.

America has the greatest fighting force the world has ever known, and I am proud to lead men and women who devote their lives to the highest calling – the defense of our nation. And I am grateful to follow in the footsteps of Secretary Hagel, one of our nation's most honorable and conscientious public servants.

We live in challenging times – times that demand leadership and focus. And starting today, I will be calling on each and every one of you to help carry out three top priorities.

Our first priority is helping the President make the best possible national security decisions for protecting our country– and then implementing those decisions with our department's long-admired excellence.

We confront a turbulent and dangerous world: continuing turmoil in the Middle East and North Africa, and the malignant and savage terrorism emanating from it; an ongoing conflict in Afghanistan; a reversion to archaic security thinking in parts of Europe; tensions in the Asia-Pacific; the proliferation of weapons of mass destruction; and intensifying threats in cyberspace.

In addressing these challenges, I have pledged to provide the President my most candid strategic advice. I will count on your experience and expertise as I formulate that advice. I will also ensure the President receives candid professional military advice.

But as we tackle the many threats to our national security, we must never lose sight of our nation's enduring strengths – or of our opportunities for a brighter future and better world for our children. The United States remains the strongest and most resilient nation on earth. Because of you, we have the finest fighting force the world has ever known. We have friends and allies in every corner of the world, while our adversaries have few. We have long possessed the world's most dynamic and innovative economy. And our values, principles, and leadership continue to inspire hope and progress around the world.

Safeguarding America's security and global leadership will depend on my next priority: ensuring the health of our force – our soldiers, sailors, airmen, Marines, civilians, and contractors all around the world.

I will do that by focusing on the well-being, safety, and dignity of each of you and your families. I will ensure your training and equipment are as superb as you are. And I pledge to make decisions about sending you into harm's way with the greatest reflection and utmost care – because this is my highest responsibility as Secretary of Defense.

Honoring all these commitments also requires us to focus on building the force of the future, which is my third priority.

We must steer through the turmoil of sequestration, which imposes wasteful uncertainty and risk to our nation's defense. We must balance all parts of our defense budget so that we continue to attract the best people – people like you; so that there are enough of you to defend our interests around the world; and so that you are always well-equipped and well-trained to execute your critical mission.

To win support from our fellow citizens for the resources we need, we must show that we can make better use of every taxpayer dollar. That means a leaner organization, less overhead, and reforming our business and acquisition practices.

It also means embracing the future – and embracing change.

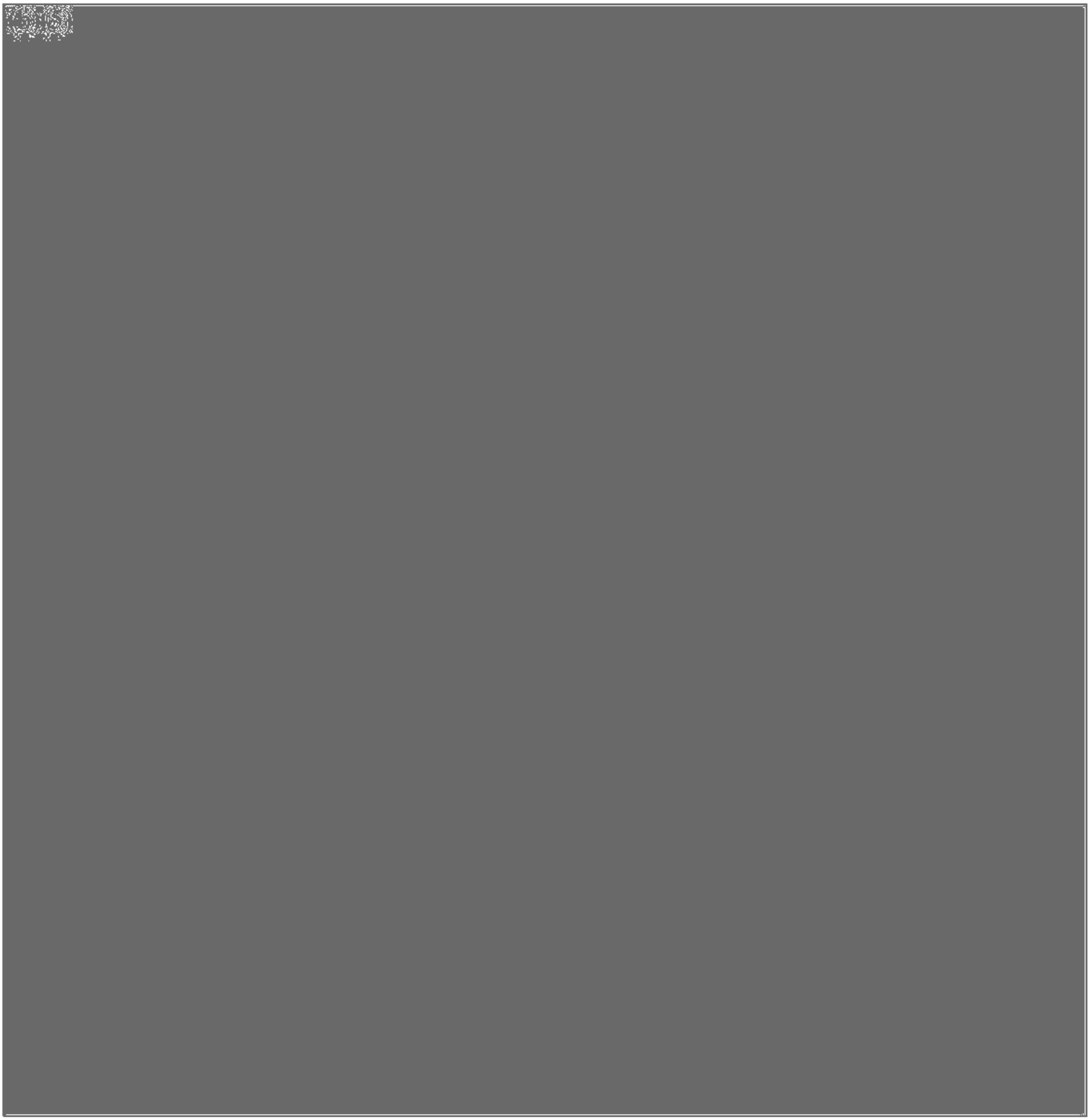
We must be open to change in order to operate effectively in an increasingly dynamic world; to keep pace with advances in technology; and to attract new generations of talented and dedicated Americans to the world's finest fighting force.

I first arrived at the Pentagon more than three decades ago, and have had the privilege of serving 11 Secretaries of Defense in Democratic and Republican administrations. I took the oath of office this morning because I love our country and am devoted to you who defend it. And I am committed to our fundamental mission: the defense of our nation.

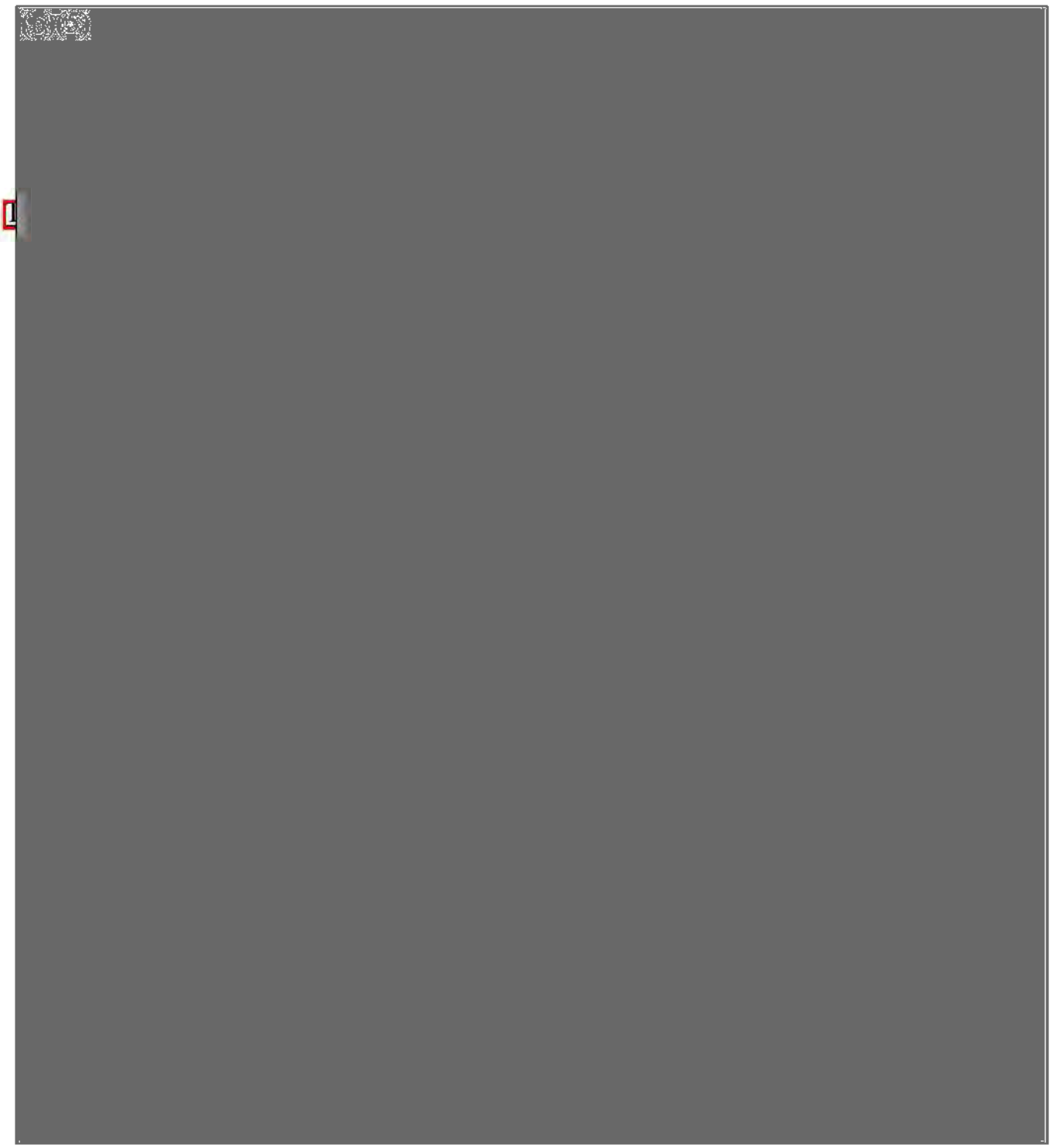
I look forward to leading and serving alongside you at this extraordinary moment in our nation's history.

May God bless you and your families, and may God bless America. # # #

ALL-HANDS REMARKS
PENTAGON AUDITORIUM
TUESDAY, FEBRUARY 17, 2015
[TALKING POINTS]



REMARKS AT SWEARING-IN CEREMONY
THE WHITE HOUSE
TUESDAY, FEBRUARY 17, 2015
[TALKING POINTS]



From: Rosenbach, Eric HON SD
To: [redacted]
Cc: (b)(6) [redacted] Lewis, Ronald LTG SD; [redacted]
Subject: Re: [redacted]
Date: Thursday, August 06, 2015 12:22:32 PM

Great - thanks for quick reply!
Hope all is well, e

Eric Rosenbach
CoS
DoD
[redacted]

----- Original Message -----
From: Ashton Carter [redacted]
Sent: Thursday, August 06, 2015 06:13 PM
To: Rosenbach, Eric HON SD
(b)(6) Cc: SecDe[redacted]ewis, Ronald LTG SD; [redacted]
Subject: Re: [redacted]

We'll be going

Sent from my iPhone

> On Aug 6, 2015, at 9:12 AM, Rosenbach, Eric HON SD [redacted] wrote:
>
> Sir:
[redacted]
> Hope all is well there and that you're relaxing a ton.
> V/r,
> Eric
>
>
> Eric Rosenbach
> CoS
> DoD
[redacted]

From:	Richardson, John M ADM SEA08, NR
To:	Ashton Carter
Cc:	SecDe (b)(6)
Subject:	RE: From Ash
Date:	Thursday, August 06, 2015 10:17:25 AM

Sir, thank you very much for your confidence and support. I'm very eager to get started as part of your team! VR/ John

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Thursday, August 06, 2015 9:07 AM
To: Richardson, John M ADM SEA08, NR
Cc: SecDe (b)(6)
Subject: From Ash

Congratulations, John. You are going to be a superb CNO. Ash

Sent from my iPhone

From: [redacted]
To:
Subject: Re: Email addresses pending confirmation
Date: Wednesday, August 05, 2015 11:19:02 PM

All confirmed.

From: Ashton Carter [redacted]
Sent: Wednesday, August 05, 2015 06:42 PM
To: [redacted]
Subject: Re: Email addresses pending confirmation

Let me know if they get confirmed tonight.

Sent from my iPhone

On Aug 5, 2015, at 10:09 AM, [redacted] wrote:

GEN Milley:
[redacted]

ADM Richardson:
[redacted]

LtGen Neller:
[redacted]

From:	Ashton Carter
To:	Neller, LtGen Robert B
Cc:	SecDe(b)(6)
Subject:	From Ash
Date:	Thursday, August 06, 2015 9:10:09 AM

Bob -- Congratulations and well done. You will be a superb Commandant. Your experience and strength are just what the Corps needs at this strategic juncture. Ash

Sent from my iPhone

From: Ashton Carter
To: (b)(6)
Cc: SecDef (b)(6)
Subject: Re: (b)(6)
Date: Wednesday, August 05, 2015 4:34:47 PM

Ok

Sent from my iPhone

On Aug 5, 2015, at 12:00 PM, (b)(6) wrote:

Sir-

(b)(5)

From: (b)(6)
Sent: Wednesday, August 05, 2015 10:22 AM
To: (b)(6)
Subject: (b)(6)

(b)(5)

From: (b)(6)
Cc: Rosenbach, Eric HON SD
Subject: Re: From Ash
Date: Tuesday, August 04, 2015 3:27:46 PM

Thanks Ash! Likewise! Hi Eric, Give me a call at (b)(6) when your back from your travels.

On Tue, Aug 4, 2015 at 11:37 AM, Ashton Carter (b)(6) wrote:
> Hi (b)(6) -- yes indeed, want star people. Here's Eric, who will get back to
> you (he's traveling this week). Best to everyone at (b)(6) Ash (b)(6)
>
> Sent from my iPhone
>
> On Aug 3, 2015, at 1:05 PM, (b)(6) wrote:
>
> Hi Ash, Hope all is good...I know your busy! (b)(6)

>
> On Tue, Mar 11, 2014 at 1:23 PM, Ashton Carter (b)(6) wrote:
>>
>> Ditto guys
>>
>> Sent from my iPhone
>>
>> On Mar 11, 2014, at 3:54 PM, (b)(6) wrote:
>>
>> Ash,
>>
>> Really enjoyed our conversation last week, truly an honor to spend an hour
>> with you.
>>
>> We'll put together an outreach strategy and circle back with you ASAP.
>> Looking forward to working with you.
>>
>> (b)(6)
>>
>>
>> On Tue, Mar 11, 2014 at 12:04 PM, Ashton Carter (b)(6) wrote:
>>>
>>> Roger and thanks, Ash
>>>
>>> Sent from my iPad
>>>
>>> On Mar 7, 2014, at 12:10 AM, (b)(6) wrote:
>>>
>>> Ash, It was an honor to meet you (b)(6) will get back to you soon with a
>>> plan of attack for some intros.
>>>
>>>
>>> On Thu, Mar 6, 2014 at 12:59 PM, Ashton Carter (b)(6) wrote:
>>>>
>>>> HI guys -- Nice to meet you yesterday, and thanks for the time and
>>>> steer. It feels good to be out an about the wider world after five and a
>>>> quarter long years in the trenches! I'll let Marc know next time I'm in
>>>> town; he asked me to do an informal Q&A "roundtable" for the folks at (b)(6)

>>>> which I'd be happy to do. All the best, Ash
>>>>
>>>>
>>>>
>>>>
>>>>
>>>> Sent from my iPad
>>>
>>>
>>>
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>>
>
>

From: Ashton Carter
To: (b)(6)
Subject: Re: update
Date: Monday, August 03, 2015 10:48:37 AM

Ok. Seemed to work last night

Sent from my iPhone

On Aug 3, 2015, at 7:47 AM, (b)(6) wrote:

Your residence here?? I have a comms person with me and they can look at it during breakfast. So that you do not have to be involved.

From: Ashton Carter (b)(6)
Sent: Monday, August 03, 2015 07:43 AM
To: (b)(6)
Subject: Re: update

No rush. Wifi is out in residence

Sent from my iPhone

On Aug 3, 2015, at 7:33 AM, (b)(6) wrote:

Thanks. I will reach out to her today to schedule something. Just a 30 minute office call or would you like to have her for lunch?

(b)(6)

From: Ashton Carter (b)(6)
Sent: Monday, August 03, 2015 07:30 AM
To: (b)(6)
Subject: Fwd: update

Sent from my iPhone

Begin forwarded message:

From: Sally Donnelly (b)(6)
Date: August 2, 2015 at 4:06:05 PM PDT
To: Ashton Carter (b)(6)
Subject: Re: update

Rgr all. I'll be around August. Anytime fine.

On Sunday, August 2, 2015, Ashton Carter [redacted] wrote:
> Tnx Sally.
[redacted] Last half of August will be a good time to take stock of first six months. Ash
>
> Sent from my iPhone
>
>> On Jul 30, 2015, at 6:07 AM, Sally Donnelly [redacted] wrote:
>>
>> Hi Ash,
[redacted]

>> I know you have the big meeting today--the budget decisions will require some new thinking--and acting--if you need that supported in the outside world, let me know.
[redacted]

(b)(6)

>> Hope [redacted] is well.
>> Ciao, Sally
>>
>>
>>
>>
>>
>>
>>
>

From: Ashton Carter
To: McCune, Donald CIV SD
Subject: Re: [redacted]
Date: Saturday, August 01, 2015 9:15:39 AM

After we walk at ten. Tnx

Sent from my iPad

> On Aug 1, 2015, at 8:39 AM, [redacted]
>
> Sir,
>
(b)(5) > We have th[redacted]ready whenever you would like it.
>
>
>
> V/r,

[redacted]

> Office of the Secretary of Defense

[redacted]

From: Lewis, Ronald LTG SD
To: (b)(6)
Cc: SecDe (b)(6)
Subject: Re: (b)(5) product
Date: Thursday, July 30, 2015 7:40:50 PM

Got it. You all have a good night. Thanks again for a super dinner last night in honor of a great couple!

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: (b)(6)
Date: July 30, 2015, 7:21 PM EDT
To: Lewis, Ronald LTG SD (b)(6)
CC: Ashton Carter (b)(6)
Subject: Re: (b)(5) product

Hold for morning and I can get when (b)(5) They can leave with static vehicle.

Sent from my iPad

On Jul 30, 2015, at 7:16 PM, Lewis, Ronald LTG SD (b)(6) wrote:

Sir,
I'd like to send out a book with (b)(5) products. It will go to the control room. Is that something you want delivered to your apartment tonight or hold in the control room until the morning?
Vr
Ron

From:	James Jones
To:	Carter, Ashton HON SD; (b)(6)
Subject:	India Trip Report
Date:	Thursday, July 30, 2015 2:12:42 PM
Attachments:	India.Carter.PDF

Dear Ash:

Attached is a report from my recent trip to India. I hope you find this report to be useful to you.

Warm regards,

Jim Gones

29 July 2015

MEMORANDUM

To: The Honorable Ash Carter

From: James L. Jones

Re: July 2015 India trip

Dear Ash:

[redacted]



Best Regards,

Jim

From: Rosenbach, Eric HON SD
To: (b)(6)
Subject: Update: If you get this in time...
Date: Wednesday, July 29, 2015 8:42:40 PM

He literally just got confirmed!

Nomination of Gen. Joseph F. Dunford, Jr., to be Chairman of the Joint Chiefs of Staff and to be General in the United States Marine Corps

- The Dunford nomination was confirmed by unanimous consent.

Eric Rosenbach
CoS
DoD
(b)(6)

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Wednesday, July 29, 2015 08:35 PM
To: Lewis, Ronald LTG SD
Cc: Rosenbach, Eric HON SD
Subject: Re: If you get this in time...

Tnx e

Sent from my iPhone

> On Jul 29, 2015, at 7:11 PM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> Got it
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: Rosenbach, Eric HON SD (b)(6)
> Date: July 29, 2015, 7:08 PM EDT
> To: (b)(6) Lewis, Ronald LTG SD (b)(6)
> Subject: Re: If you get this in time...
>
> Sir:
> Dunford will be confirmed tonight - others still pending...
> Eric
>
> Eric Rosenbach
> CoS
> DoD
> (b)(6)
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Wednesday, July 29, 2015 06:26 PM
> To: Rosenbach, Eric HON SD
> Subject: If you get this in time...
>

> Any news on noms?
>
> Sent from my iPhone

From: Ashton Carter
To: (b)(6)
Subject: Fwd: Walter Pincus Article
Date: Tuesday, July 28, 2015 12:42:59 PM
Attachments: SN WABE Interview-transcript.docx
ATT00001.htm

Sent from my iPhone

Begin forwarded message:

From: "Sam Nunn (NTI)" (b)(6)
Date: July 28, 2015 at 10:54:58 AM EDT
To: (b)(6)
Subject: Walter Pincus Article

Dear Ash,

Per our conversation, I am attaching an article by Walter Pincus that appeared in the Washington Post on June 29th. As I related, Walter has confused the Winnefeld and Adam Smith quotes, which gives an erroneous impression.

I'm also attaching a full transcript of a radio interview that I did last Friday on the Iran deal.

Thanks again for your time.

Sincerely,

Sam

It seems the Pentagon can never have enough deployed nuclear warheads <https://mail.nti.org/owa/?ae=Item&a=New&t=IPM.Note#PINCUS>

Washington Post

By Walter Pincus

June 29, 2015

https://www.washingtonpost.com/world/national-security/it-seems-the-pentagon-can-never-have-enough-deployed-nuclear-warheads/2015/06/29/3defafbe-1c3e-11e5-93b7-5eddc056ad8a_story.html?utm_source=AM+Nukes+Roundup&utm_campaign=b7d19d1f11-AM_Nukes_Roundup&utm_medium=email&utm_term=0_547ee518ec-b7d19d1f11-391730573 <https://www.washingtonpost.com/world/national-security/it-seems-the-pentagon-can-never-have-enough-deployed-nuclear-warheads/2015/06/29/3defafbe-1c3e-11e5-93b7-5eddc056ad8a_story.html?utm_source=AM+Nukes+Roundup&utm_campaign=b7d19d1f11-AM_Nukes_Roundup&utm_medium=email&utm_term=0_547ee518ec-b7d19d1f11-391730573>

Rhetoric about nuclear weapons is heating up between Washington and Moscow, but there is no need to reinstate the foolish and wasteful arms race that dominated the Cold War period.

For one reason, the security challenges have changed.

Having 1,500 or more deployed U.S. nuclear warheads on land- or sea-based intercontinental ballistic missiles, or strategic aircraft with nuclear bombs or missiles, will not help a U.S. president defeat terrorists or deal with proxy wars somewhere in the world — or even protect American assets in the new confrontational arenas of space and cyberspace.

There also are the astronomical costs for modernizing not just the current triad of delivery systems — the strategic submarines, bombers and land-based ICBMs — but also continuing the life-extension programs for the nuclear stockpile and upgrading the nuclear weapons-building complex itself.

Deputy Defense Secretary Robert Work told the House Armed Services Committee on Thursday that the cost for all that modernization would average $18 billion a year from 2021 through 2035 — or $252 billion over that 14-year period.

That annual average is nearly double the proposed nuclear weapons spending for next year and would mean 7 percent of the entire Defense Department budget would be devoted in those out years just to the nuclear weapons program, up from around 3 percent today.

"We'll start replacing our Trident boats [strategic submarines at about $6.6 billion each] first. Then will come . . . the bomber in the mid-20s [at $550 million each]. And then will come the ground-based strategic deterrent . . . in 2030 [at an unexplained price]," Work told the committee.

"Carrying out this plan is going to be a very expensive proposition, and we recognize that," Work said, adding that it "will require very, very hard choices and will impact the other parts of the defense portfolio, particularly our conventional mission capability." He also warned that these "20-year cost estimates are uncertain."

The real question now should be why does the United States need that many new delivery systems and that many deployed nuclear warheads and bombs for the coming decades?

Let's pause for a moment and listen to the explanations given to Congress last week by Pentagon officials.

Work told the committee: "The only existential threat to our nation is a nuclear attack. . . . The one step down is preventing a catastrophic attack, which we believe would be one or two nuclear weapons being fired at the continental United States or blowing up in the continental United States."

He talked about "Russian military doctrine that sometimes is described as 'escalate to de-escalate,' " which apparently means that Moscow would threaten to use or actually use a few nuclear weapons in a situation where it was losing to larger conventional forces. The threat or use of nuclear weapons would thereby get Russia's enemy to hold up or withdraw.

"Anybody who looks at the way that the international environment is moving, especially the way that Russia has been describing its nuclear deterrent posture, has to say: Nuclear weapons remain the most important mission we have," Work said.

This, however, is Cold War talk.

Adm. James Winnefeld Jr., vice chairman of the Joint Chiefs of Staff, was asked at Thursday's hearing about the Russians modernizing their nuclear weapons systems.

He responded that his major concern with Moscow's program was its shift to mobile, land-based ICBMs. Why? Because, he said, they "would be hard for us to hit in a first strike." That would happen only if the time came that the United States wanted preemptively to wipe out Russia's nuclear forces, before Moscow attacked us — an extremely doubtful scenario, but Cold War first-strike fears led to the building of tens of thousands of warheads.

As for the rest of Russia's nuclear forces, Winnefeld testified that "their bomber leg is not as good as ours" and "their submarine-launched ballistic missile force, even with their improvements, is not as good as ours."

Why not reduce U.S. forces? Winnefeld gave the traditional post-Cold War reply: "We still believe

that any reductions in weapons must be done in concert with our potential antagonists, because unilateral gestures of goodwill have little standing with authoritarian regimes."

Meanwhile, each U.S. commander justifies continuing his own role in the triad.

"If we look at the world environment today, it's more dangerous than the Cold War and more unpredictable, and the ICBM force is as valid today as it was in the 1960s," Air Force Maj. Gen. Jack Weinstein, commander of the 20th Air Force, told the House committee Thursday.

One of the new Ohio-class strategic submarines "will be in the water through approximately 2084," said Vice Adm. Terry Benedict, director of the Navy's strategic systems programs. "As we try and project out the threats through that time frame, the major focus . . . was to ensure . . . that we don't find ourselves surprised in the future."

The bomber fleet "is the most flexible and the most visible part of the triad. That's what the bomber fleet offers. And I think from a flexibility standpoint, there's not a lot of argument there," were the words of Air Force Maj. Gen. Richard Clark, commander of the 8th Air Force.

And to any unilateral reduction, Work supplied an old answer, "This is not a time for us to say that nuclear weapons are useless."

I am not saying nuclear weapons are useless. I am suggesting the United States doesn't need a nuclear force large enough to survive a decapitating first strike because there is no such threat — the idea of a Soviet first strike was a myth, but nonetheless it led to the Cold War nuclear arms race. Let's not do it again.

"Closer Look," WABE Radio, Atlanta
Interview with Senator Sam Nunn, Co-Chairman and CEO of the Nuclear Threat Initiative
With Denis O'Hare and Jim Burress
July 24, 2015

Interviewers: President Obama and Secretary of State John Kerry continued their push for Congress to approve a new nuclear deal with Iran. The Republicans including both of Georgia's U.S. Senators are expressing either serious doubts or outright opposition to it, and Israel's government has called it an historic mistake.

But with one side saying this deal will block Iran's path to a nuclear weapon, and the other side saying it will make it easier for Tehran to get one, how can the rest of us possibly understand what's in the agreement?

Former Georgia Democratic U.S. Senator Sam Nunn has been watching nuclear weapons dangers around the world for years. With Ted Turner he co-founded the Nuclear Threat Initiative where he is the CEO. Senator Nunn joins us in our studios it's great to have you welcome back to WABE.

SN: Thank you Denis, delighted.

Interviewer: Let's start with where Iran's nuclear program is now. We'll try to get a little primer here. Does it have the materials currently to make nuclear weapons and if it does, how close is it to actually putting a weapon together?

SN: I think our intelligence community--based on the last information I have, this is not classified information but parts of it would be--estimates that a month or two months would be required to take their existing enriched material to the level that would be required to make a bomb. One to two months is a very short period of time, so one of the goals of this set of discussions and agreement is to stretch that time so that they could not achieve a real weapon within one to two months, but to go to at least a year. Of course, we'd like for it to be 5 years or 10 years or 20 years, but that's what we're dealing with here.

I think it's also important to know the way they are measuring this is exactly as you said, Denis—it's the amount of the material. There's another dimension of making a weapon. You've got to put the material in a bomb; you got to do all of that and that's a whole other intelligence track. It does have its own set of implications, but it's a lot harder to get to that or to know what's happening. It's much easier to verify the material.

Interviewer: If you're the country with the material it's one thing to have what you might say the guts of the bomb, but it's quite another to put the whole thing together, so that it would actually work, but how would this deal in terms of what the administration is saying, how would this deal stretch the time out that Iran would need to make a bomb to actually assemble one?

SN: It would do it by a number of measures, including getting a substantial number of centrifuges out of commission. Those centrifuges are where you take natural uranium and process it to enriched uranium. The hard part about all of this and not just Iran, but the whole world of proliferation is that the same technology by which you make absolutely legitimate material for a nuclear power plant or for nuclear

medicine is the same technology that can produce a nuclear weapon. Therein lies the huge loophole in the Non-Proliferation Treaty, which regulates this whole thing, and it's been one of most effective treaties, but that technology and knowledge is all important. Once you have the ability to enrich to a low level then you have the ability to take it to a higher level and make a bomb. Countries around the world--and we sometimes disagree with this--but they interpret the Nonproliferation Treaty as giving all countries the sovereign right to have that technology for peaceful nuclear purposes. When countries take advantage of that, like Iran has and like North Korea has, then you've got yourself a huge dilemma. In the broader picture, we're going to have to put all enrichment under some type of international supervision, if we're going to live in this world over the next 20, 30 years.

Interviewer: So the key to this in slowing Iran down would be take the centrifuges out of commission and then that would make it tougher for them to use the material they already have to make the bomb. Is that oversimplifying?

SN: No but it would increase the time by which they would have to put together another effort to make the material to get a bomb. They also have got certain material that has been enriched up to the 20 percent level. The 3 or 4 or 5 percent is what you enrich for a civil power plant, that's low enriched uranium. Twenty percent is for some forms of nuclear medicine. Sixty, seventy, eighty, ninety percent is in that range is what you make a bomb out of like a Hiroshima bomb. So it's a matter of how much you enrich.

Interviewer: Now you say that all global enrichment should be monitored by some kind of central organization. How feasible is something like that?

SN: Well the nuclear powers, including the United States, would not probably be in favor of that at this moment, but I think over the long haul we have to put everybody that's enriching under some type of international camera and international inspection. The same thing with reprocessing. Reprocessing is taking spent fuel, and basically it takes a huge plant to do it but re-processing that fuel in a way that produces weapon-grade material, that's called plutonium. What's called on the centrifuge output is highly enriched uranium, so those are the two ways you make a nuclear weapon. My organization has worked for 14 years to try to try to prevent catastrophic terrorism, which is one of the things I worked on in the Senate with Senator Lugar. We have focused on nuclear material because getting all weapons-usable nuclear material under security and getting rid of as much of it as possible is absolutely indispensible to protecting our country and to preventing catastrophic terrorism.

Interviewer: And if you are just now tuning in, we're speaking with former Georgia Democratic U.S. Senator Sam Nunn. He is co-founder and CEO of the Nuclear Threat Initiative and we're talking about the nuclear deal with Iran and the agreement gives that country 24 days notice before inspectors could check suspected violations. Opponents have said that would make it easy for Iran to get away with cheating, and today on NBC as we heard Secretary Kerry argued, you can't hide enriched nuclear material because of the radiation. But what kind of other opportunities, I guess you could say, would such a window give for Iran to get away with something that's under the table.

SN: Well, you prefer to have a shorter period of time. The question is whether the intelligence community feels within that period of time, 2 or 3 weeks, getting in there after that period of time they would be able to see a footprint and be able with reasonable degree of certainty to understand what was going on. If cheating is going on, they will have to go into enforcement. So verification and enforcement are all important, and we'll have to defer to the experts on that.

But I think it would be good to sort of back up and say what we're trying to achieve here because sometimes we get so involved in the details, we lose sight of what we're really trying to achieve. What we're really trying to achieve is basically preventing the Iranians from getting a bomb. The question is whether this agreement makes it less likely or more likely. In other words, if you don't have an agreement, is it more likely they would get a bomb over the next 10 or 15 years or maybe 2 or 3 years, or will this agreement set that effort back? I think that when you read all of it--not withstanding that it's far from a perfect document--it's pretty clear that the answer to that is: It's going to be a lot harder for the Iranians to get a nuclear bomb over the next 10 or 15 years.

There's another dimension that comes into this debate, but it's not part of the goal of the discussions. Maybe it should have been, but that would have depended not just on us but on Russia and China and all of our allies who have participated in the economic embargo which brought Iran to the table; people forget this is not all the U.S. The other dimension is the Iranian behavior, there's no question that Iranian behavior in the region is destabilizing, whether it's Syria, or whether it's Hezbollah, an organization we branded as terrorist, whether it's Hamas, whether it's in Yemen, but this negotiation was not aimed at that behavior. These debates are getting very much mixed between those goals because if we had aimed at for instance, Syrian behavior, or Iran, or Hezbollah or Hamas, we would not have had Russia participate, and probably would not have had much enthusiasm for the oil embargo that our European allies have put on.

So we have to parse this a little bit and say what was the agreement aimed toward, what the negotiations aimed toward, what was the U.N. resolutions aimed toward and what was the economic embargo, which has been very effective, aimed toward. It was to prevent them from getting a bomb, and this agreement does makes it much more difficult--you wouldn't say impossible--but makes it extremely difficult for them to achieve that goal of getting a bomb over the next 10 or 15 years. In my view, it's crucial that we basically keep Iran from having a bomb because if they do then other countries in the region are going to feel they need one and that would make the whole area even more dangerous than it is right now, so that's what we have to keep in mind.

I would have liked for the agreement to have covered the Iranian behavior, but it never was aimed at that. The U.N. resolutions and this kind of framework started in the previous administration under President George W. Bush, so we've had two administrations with the aim of basically having these negotiations and having the embargo aimed at that one primary goal of keeping them from getting a bomb. Now we have to deal with the behavior problem also. That's part of America's foreign policy but that's another channel with probably a different group of allies.

Interviewer: Quickly, while this slows down kind of a nuclear Iran do you think it's inevitable that one day we will see it?

SN: Well, it's hard to forecast. I believe in the next 10 or 15 years if this agreement goes through it's going to be extremely unlikely that Iran will have a nuclear weapon. Now what they do in 10 or 15 years, we're buying time with this. When you get right down to it, we're buying time. We're not getting an insurance policy that they will never have a weapon because what the CIA said seven, eight, 10 years ago that any country that is as large as Iran with the kind of technical knowledge they have and if they're talking about it and they're really determined, given the knowledge they already have in Iran and the scientist they have, they can get a nuclear weapon. This agreement does not change that. It does not keep them from getting a nuclear weapon in the long term. It just makes it extremely difficult and

extremely unlikely in the next 10 or 15 years, and when you're betting on time you're betting that the Iranian society will change and that's a big bet.

But the young people in Iran now have a totally different attitude in many cases, a much different attitude from the older generation, and they're much less enchanted by the leadership of the religious groups. They're much less inclined towards the theocracy and that is the hope for the future because the Iranian behavior has to change as well as them not getting the bomb. It's not one or the other. We have to have both, but that involves other determinations in other parts of U.S. foreign policy, which we have to be very vigorous about. For instance, I think we have to have more clarity in terms of our policy toward Syria. We have to make sure that when we draw red lines that those lines are adhered to or we take action. There are other things we need to do assure our allies to make sure is that our allies including Israel, including the Arab nations there that are afraid of Iran, but that is not going to be handled in this negotiation.

Then you have to ask yourself the question, "If we turn this agreement down what happens?" So there are two sets of risks here. One is the risk associated with the agreement. The other set of risks is what happens if this is turned down by the Congress.

Interviewer: And the agreement runs out after 15 years as we've been talking about and you say this buys us time. Opponents worry that in that time because we're all lifting sanctions and Iran would have more money really. Iran would not only be able to perhaps increase its bad behavior which you say is a separate issue, but it would also be able to take that money and use it toward getting a lot closer to making a bomb even if it didn't cheat in the process. Is that a legitimate concern?

SN: I think that is a legitimate concern. I think that is the best argument that the opponents of this agreement are making, but it has a weakness. The weakness is you have to back up and say what is the assumption of that argument. The assumption of that argument is that we can continue the embargo and that the United States can make that decision and our allies will all, including Russia and China, will all salute and say "yes sir Uncle Sam" we'll go along with that, and the European allies will continue to not buy oil which has been devastating to the European economy. That assumption is false.

Interviewer: So the agreement doesn't cover what they do.

SN: We've had, I think, real diplomatic success in keeping this coalition together so far, but in my view, Denis, we cannot hold it together if the United States turns down this agreement because we basically have got countries that don't agree with us on the Iranian behavior. For instances, Russia is an ally of Syria, and they're not going to have part of their embargo, including arms that Russia has cut off, involve a goal in Syria which they fundamentally disagree with. The assumption you make when you say that no we shouldn't do this because it's going to give Iran their resources--that assumption doesn't hold up. A lot of the resource--not all of them but a lot of these resource--are going to come anyway if this agreement is turned down because the United States will have basically gone in a different direction from our allies in the embargo, and we'll have gone in a different direction from the international community.

Interviewer: One of the reasons that you know as much as you do about the region is you're a former chair of the Senate Armed Services Committee. There is the possibility, and some folks have raised this, that if Israel, which doesn't like this agreement at all suspects that Iran is somehow inching closer to a

bomb it could act unilaterally because Israel is not a party to this deal. Does that concern you at all as a possibility?

SN: Well that's been the concern of the last two administrations. I think President George W. Bush's administration basically urged Israel not to take unilateral action, and the Obama administration has certainly urged them not to take unilateral action. Israel is going to do what's in their own fundamental interest. If they feel a huge threat to Israel from an Iranian weapon, I have no doubt they'll take military action.

Interviewer: And then wouldn't we have to go in and back them up?

SN: I think there is a strong likelihood that Israel would not take that action unless the United States was going to back them up. Because when you take that action, people think you can just go in a hit a couple of places. It's much broader than that. You got to take out, in my view, the power grids. You can't run centrifuges without power. I think you take out all the anti-aircraft missiles sites that they have, which are considerable. In my view you have to take out all the ships that could lay land minds in the Persian Gulf, which would basically clog the oil supplies and have huge economic implications. So these are the big air attacks. It doesn't mean Israel couldn't do severe damage, but everybody I've talked to in the Israeli military intelligence believe that if this is the kind of military action it would need to be United States involved. We also have to consider that we have had three or four wars with the Muslim community. Iran is Shiite and a lot of our allies are Sunni so they don't necessarily like each other, but you have to ask can the United States afford another war at this stage with the Muslim community. In my view we have two fundamental goals and one is to keep Iran from getting a nuclear weapon but the second is also important to do so without military force except as a last resort. It could become a last resort, but hopefully it will not.

Interviewer: Now Denis you recently spoke with President Carter and he said he expects Iran will live up to the deal basically because it has a reason to do so. Senator Nunn has you've watched Iran's nuclear program over the years. Do you have any reason to agree with President Carter on that.

SN: I think it's in the interest of the Iranian government to become part of the international community economically. I think in this regime if Iran has any hope of surviving, they got to do a lot more for their young people. They got to address a lot of the concerns of the human rights activists in Iran. There are more and more of those. They got to have more of a civil society in Iran. They are going to have to make some fundamental changes, and I don't think they can do that while defying the whole international community, so it seems to me it's in their interest for this agreement to go through.

And you have to add one other dimension here and some people scoff at it but I don't. The Ayatollah has said over and over again, it's against the Iranian principle and against the religious principle to make a nuclear weapon, so the Ayatollah is not saying we want a nuclear weapon. He's saying we have a sovereign right to have a nuclear program, which means civil which means medical. Now do you believe it? Of course, I'm skeptical myself do we need to verify that? Yes. Do we need to make sure that if they cheat, we are ready to do something about it? Yes. But it does give the Ayatollah and the religious group a landing place, so they can say they have not been humiliated. That's important in international negotiations. They can say, as they're saying, our goal all along was not to have a nuclear weapon. Now I don't think all elements of Iran are in on that. Nevertheless, that is an important factor: They're not having to back down and be humiliated by saying we had a nuclear quest for a bomb and now we don't. They're not saying that because that wasn't where they were.

Interviewer: I'm going to step back to something you mentioned earlier. If Iran is successful and does build a bomb what that could mean for other countries. Talk more about that. Are we talking tiny countries with nuclear bombs? Who would you suspect would be next on that list?

SN: You've got countries that I don't want to say what they might do and might not do; that would be up to them. But you'd certainly have concerns for leading Sunni countries that don't want to live by Shiites to have a nuclear weapon when they don't. Saudi Arabia is a big supporter of Pakistan. Pakistan they're a Muslim country too and they already have a hundred of weapons at least, so there would be a strong suspicion of what Saudi's might do and they've been a good ally of ours. You would also have Turkey, a member of NATO; you have Egypt, one of the historical powers in that region as well as others.

One of the things that will have to be done here that is very important. We talked about the weakness of this agreement, and it is the resources that are going to go to Iran and we've got to have an assertive foreign policy in the Middle East--more assertive than we have had--to reassure our allies, including some of those countries we talked about that might want their own nuclear weapon and that's a very important part of this.

Is America is going to be able to be able to assure our allies? But I also have to add another dimension here and that includes Israel. Our allies are going to have to do some reassuring of us too because some of our allies there are sponsoring, and have for many years, extreme education curriculum that grows a lot of the terrorists that come out of there. This is happening all over the Muslim world, and we have to have some frank conversation with some of the funders of that kind of educational program.

We also have to have, I think, some reassurance from Israel on the whole question of settlements because we need eventually a two-state solution on this Palestinian question, and the settlements are, everybody knows, a very detrimental factor in that. Reassurance works both ways. We're going to have to be much more assertive in terms of reassuring our allies, but they have their own important role to play too.

Interviewer: Got a couple of minutes left with former Georgia Democratic U.S. Senator Sam Nunn, former chair of the Armed Services Committee in the Senate, and co-founder and CEO of the Nuclear Threat Initiative. Senator based on what you've observed of Iran's nuclear activity over the last few years because you've been watching them for awhile now do they have a pattern of pushing things to the edge, trying to play fast and loose with whatever arrangements have been made prior?

SN: Denis, I'll say very quickly. Trust but verify. We've got to verify this, and we have to enforce it. I think that's enormously important, but we also have to ask very seriously what's the effect if we turn this down? What's the effect if we see a resolution of disapproval in the House and one in the Senate, which I think you're probably going to get and then the President vetoes it, and then they override with two-thirds in the House and two-thirds in the Senate.

In my view it would isolate us from the international community on this Iranian question, and it would make every one of these difficulties with Iran--including the nuclear weapon preventing that from happening and including their behavior--much worse. So those people who are adamantly opposed to this agreement and there's all sorts of reasons you could be opposed. In fact, there is almost no constituency for it. The opposition got all the constituency here, but you have to ask what are the consequences for turning this down. In my opinion, the consequences would be very severe.

Interviewer: One of the arguments that has come up and unfortunately we only got about a minute to answer what may be a complicated question, but opponents have pointed to previous agreement with other rising nuclear powers, like North Korea. We thought we had a deal with North Korea and they have just gone ahead. Does the North Korean experience apply at all to what we might see with this deal with Iran?

SN: Well, I think it does. I think it tells you countries can cheat, and I think you have to be prepared for that. I think you have to be prepared for verification. I think you have to be prepared for enforcement, and you have to have allies with you. It cuts both ways, though. Look where North Korea is now. They've got the bomb. They've got the bomb, and they got a program where they're going to have more bombs, so the absence of an agreement does not mean you stop the bomb. It means you have to take military action to stop it. Of course we have not done so. I don't think many administrations, once they get in office and see all the sobering realities, are going to think the first preference is a war with Iran or the first preference is a war with North Korea. I think most presidents will decide those are last resorts, and we need to do everything we can to find an answer without resorting to war. But that's an option. There always has to be an option.

Interviewer: Well you've given us a whole lot more to think about and maybe some understanding of why this is so complicated. Former Georgia Democratic Senator Sam Nunn. Thank you so much for being with us. We really appreciate it.

SN: Sure. Thank you, Denis and thank you, Jim.

Link to audio: http://wabe.org/post/gas-sam-nunn-nuke-deal-prevents-iran-getting-weapon

From: (b)(6)
To: Carter Ashton
Cc: (b)(6)
Subject: Yale Washington CEO Caucus - Confirmation
Date: Monday, July 27, 2015 10:55:42 AM
Attachments: yesCarterA.doc

Ash,

We look forward to your tentative participation in the upcoming The Yale Washington CEO Caucus taking place on September 15 at 101 Constitution Avenue NW. Find attached a copy of your confirmation letter.

Please email (b)(6), the requested bio and company profile per the letter.

Best,

(b)(6)

(b)(6)

Yale Chief Executive Leadership Institute
101 Constitution Avenue NW
Suite 900 East
Washington, DC 20001
(b)(6)

(b)(6)

From: [redacted]
To:
Subject: Re: [redacted] if you can"t Xerox calendar, ok to scan and print
Date: Sunday, July 26, 2015 4:56:05 PM

Copy sir.

V/R

[redacted]
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6) [redacted]
Office: [redacted]
Email: [redacted]
SIPR: [redacted]

----- Original Message -----
From: Ashton Carter [redacted]
Sent: Sunday, July 26, 2015 04:55 PM
To: SD - SecDef PSO
(b)(6) Subject: [redacted] if you can't Xerox calendar, ok to scan and print

Sent from my iPhone

From: [redacted]
To:
Subject: Re: I have docs to scan and email to gen Lewis
Date: Sunday, July 26, 2015 4:21:59 PM

Copy sir. I am coming down now.

V/R

[redacted]
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: [redacted]
Office: [redacted]
Email: [redacted]
SIPR: [redacted]

----- Original Message -----
From: Ashton Carter [redacted]
Sent: Sunday, July 26, 2015 04:15 PM
To: SD - SecDef PSO
Subject: I have docs to scan and email to gen Lewis

Sent from my iPhone

-----Original Message-----
From: Rosenbach, Eric HON SD
Sent: Sunday, July 26, 2015 11:50 AM
To: (b)(6)
(b)(6) Cc: SecDe Lewis, Ronald LTG SD
Subject: Re: Moniz Call and Opening Statement Draft

Roger - will do
E
Eric Rosenbach
CoS
DoD
(b)(6)

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Sunday, July 26, 2015 11:48 AM
To: Rosenbach, Eric HON SD
(b)(6) Cc: SecDef Lewis, Ronald LTG SD
Subject: Re: Moniz Call and Opening Statement Draft

Plz ask cables to put moniz through to my cell now. Tnx

Sent from my iPhone

> On Jul 26, 2015, at 9:58 AM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir:
> Two things for you:
> 1. Secretary Moniz would like to speak with you today about the SASC hearing. Hedger and I have been in touch with his staff. (b)(5) DoE got the official invite for the hearing from SASC this morning.
> 2. Attached is a first draft of your opening statement -- it's solid, but if you could give it a first look this evening or tomorrow morning then we'll be in good shape.
> --your hearing prep book should be done by this evening or tomorrow morning: let us know if you would like to see it today.
>
> Vr- Eric
>
> Eric Rosenbach
> CoS
> DoD
(b)(6)

From: [redacted]
To:
Subject: Re: Docs
Date: Sunday, July 26, 2015 9:25:59 AM

Copy sir.

V/R

[redacted]
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: [redacted]
Office: [redacted]
Email: [redacted]
SIPR: [redacted]

----- Original Message -----
From: Ashton Carter [redacted]
Sent: Sunday, July 26, 2015 09:25 AM
To: [redacted]
Subject: Re: Docs

Now is fine

Sent from my iPhone

> On Jul 26, 2015, at 8:20 AM, [redacted] wrote:
>
> Sir, the morning docs are ready to be dropped off at you convenience.
>
> V/R
>
> [redacted]
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: [redacted]
> Office: [redacted]
> Email: [redacted]
> SIPR: [redacted]

From: Rosenbach, Eric HON SD
To: Lewis, Ronald LTG SD; (b)(6)
Cc: 'SecDef (b)(6)
Subject: Re: phone call with SEN McCain
Date: Saturday, July 25, 2015 1:48:23 PM

Rgr - we'll move out and get the team cranking. Sir, should have an outline/draft opening statement by tonight.
Eric

Eric Rosenbach
CoS
DoD
(b)(6)

----- Original Message -----
From: Lewis, Ronald LTG SD
Sent: Saturday, July 25, 2015 01:19 PM
To: 'Ashton Carter' (b)(6) Rosenbach, Eric HON SD
Cc: SecDe (b)(6)
Subject: RE: phone call with SEN McCain

Copy. Eric, I'll work the calendar changes and make sure Dempsey is tracking.
Vr
Ron

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Saturday, July 25, 2015 1:15 PM
To: Rosenbach, Eric HON SD
Cc: Lewis, Ronald LTG SD; SecDef (b)(6)
Subject: Re: phone call with SEN McCain

Connected w McCain. Four on wed morn. Lock in Kerry and moniz

Sent from my iPhone

On Jul 25, 2015, at 12:53 PM, Rosenbach, Eric HON SD (b)(6) wrote:

> Sir - let us know if you need anything else for mccain -
> my personal cell is (b)(6) and bberry is (b)(6)
> Vr - eric
>
> Eric Rosenbach
> CoS
> DoD
> (b)(6)
>
> From: Ashton Carter (b)(6)
> Sent: Saturday, July 25, 2015 12:40 PM
> To: Lewis, Ronald LTG SD
> Cc: SecDe Rosenbach, Eric HON SD
> Subject: Re: phone call with SEN McCain

(b)(6)

Copy. I left voice mail on his cell. Eric r, btw I could use your cell number for ref, I have rons. Ash

Sent from my iPhone

On Jul 25, 2015, at 12:18 PM, Lewis, Ronald LTG SD [redacted] wrote:

Sir,
Cables just called to let me know you reached out for SEN McCain's phone numbers.

[redacted]

Hope you get some rest this weekend and I'll send you an update later.
Vr
Ron

From: Ashton Carter
To: (b)(6)
Cc: Rosenbach, Eric HON SD
Subject: Re: Good work
Date: Thursday, July 23, 2015 12:17:07 PM

Tnx brother. Now in Iraq. See u next wk if at a possib. Ash

Sent from my iPhone

On Jul 23, 2015, at 6:08 PM, (b)(6) wrote:

> Memorandum
>
> To: Ash Carter
>
> Cc: Eric Rosenbach
>
> From: (b)(6)
>
> Date: July 23, 2015
>
> Subject: Good work
>
> Hard work—but you are doing well. All the things I hear are positive.
>
> Am in Washington next week on Wednesday, July 29. If you are there, hope I can squeeze in.
>
> Will see your Chief of Staff as well. And maybe you just come by.
>
> In any case, keep up the good work.

From:	Ashton Carter
To:	Rosenbach, Eric HON SD
Subject:	Fwd: Iran/Israel
Date:	Tuesday, July 21, 2015 3:21:10 PM

Doubtful

Sent from my iPhone

Begin forwarded message:

From: Dov Zakheim (b)(6)
Date: July 21, 2015 at 10:10:20 PM GMT+3
To: "Hon. Ash Carter" (b)(6)
Subject: Iran/Israel

Hi Ash,

I hope your trip is going well.

In one of my hats I am on the executive of the American Jewish Committee, the oldest, and most prestigious Jewish organization in this country. Unlike AIPAC, the AJC is still deciding what position to take on the Iran deal (b)(6) has been on the phone with them, and may visit them in New York.

But the AJC folks would love to meet with you once you are back from Israel and the Middle East. I don't know exactly when you're back--but if you have some time next week, a group of AJC leaders (the number can be as small as you want it to be) are ready to fly down to meet with you for as much time as you are willing to spare them.

AJC carries a lot of weight with the American Jewish community, and where it comes down on the Iran deal will be of real significance.

Please let me know what you think of this.

(b)(6)

Dov

From: (b)(6)
To:
Subject: Re: Fwd: From (b)(6)
Date: Tuesday, July 21, 2015 12:58:51 AM

Early next week we will work it into a walk. I went to visit him recently so I know where he is located

From: Ashton Carter (b)(6)
Sent: Tuesday, July 21, 2015 07:53 AM
To: Park, Julie CIV SD
Subject: Fwd: From (b)(6)

Let's drop up and see (b)(6)

Sent from my iPhone

Begin forwarded message:

From (b)(6)
Date: July 17, 2015 at 3:00:25 PM GMT+3
To: Ashton Carter (b)(6)
Subject: From (b)(6)

Hi Sir - I'd love to see you when you have the time.

V/R
(b)(6)

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Monday, July 20, 2015 2:57 PM
To: (b)(6)
Subject: Fwd: Yale Washington CEO Caucus - (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: "(b)(6)
> Date: July 20, 2015 at 8:16:26 PM GMT+3
> To: Ashton Carter (b)(6)
> Cc: "(b)(6)
> Subject: Re: Yale Washington CEO Caucus - (b)(6)
>
> Ash,
> Thanks for the update. Will touch base when we get closer to the event.
>
> Take care,
> (b)(6)
> Yale CELI
> 101 Constitution Ave NW
> Suite 900 East
> Washington DC 20001
> (b)(6)
>
> Sent from my iPhone 6
>
> On Jan 2, 2015, at 12:53 PM, Ashton Carter (b)(6) wrote:
>
> (b)(6) – i obviously can't make a commitment to anything at thistime but i will ask (b)(6) to note the date and time i my calendar. best, ash
>
> Sent from my iPad
>
> On Jan 2, 2015, at 11:49 AM, (b)(6) wrote:

<Logo_1 2 copy - Version 2.jpg>

Ash,

Usually, we come to you with a list of vexing US economic challenges to address at our Yale Washington CEO Caucus. It is time for a new dialogue. Tuesday, March 3 (prior to the BRT), we have an opportunity to move past fears of the disaster scenarios and the hand ringing frustration over the missed chances for win/win public policies to contemplate milestones for genuine progress. Despite deep global interdependencies across markets, the US economy is rebounding in ways that are the envy of our trading partners.

With the changing of the guard in the US Senate and business leaders reporting a renewed constructive tone in recent exchanges with President Obama, many are hopeful for the prospects of constructive policy discussions on several once elusive fronts such as the budget, tax reform, immigration reform, and infrastructure. Meanwhile, statistics show encouraging momentum as 2014 ended with the S&P 500 up 12.6%, and the Dow up 8.5%, for its sixth straight year of gains. The US economy grew at a 5% annual rate in the third quarter, marking the strongest pace in 11 years – with strong corporate earnings across most sectors.

To be sure, it is too soon to be celebrating any triumphs. The real meaning of our 5.8% unemployment rate is unclear given lowered work force participation. There is significant uncertainty over the presumption that the Federal Reserve will take a go-slow approach to raising interest rates, let alone over future surprises on the energy front, and threatening geopolitical headwinds in Europe, Russia, China, and the Middle East before even returning to recent past unresolved discussions on cybersecurity and terrorism.

With admiration for your constructive contributions to the renewed momentum of our economy, I invite you to a timely, non-partisan, non-ideological, non-commercial, cross-sector, high level, private event to discuss the next stages for US/global economic development:

Yale Washington CEO Caucus
Tuesday, March 3, 2015 --- 101 Constitution — 3:30 - 6:15p
THE AMERICAN CENTURY RETURNS? A New Dialogue

Recent Yale Washington CEO Caucuses have featured intimate collegial discussions free of any formal speeches with such opinion leaders as: Senate Majority Leader Mitch McConnell; Senator John McCain; Senator Mike Bennet of Colorado, Senator Christopher Coons of Delaware; Senator Joe Manchin of West Virginia; Senator Bill Nelson of Florida; Congresswoman Donna Edwards of Maryland; Secretary of Health and Human Services Sylvia Mathews Burwell; Secretary of Transportation Anthony Foxx; former Secretary of Labor Elaine Chao; Secretary of Defense nominee Ash Carter; former Deputy Secretary of State and Director of National Intelligence John Negroponte; former Under Secretary of State Bob Hormats; senior US Appeals Court Judge Douglas Ginsburg; Governor Ed Rendell; and Grover Norquist of

Americans for Tax Reform. Among the corporate leaders who frequently participate are: Dave Cote of Honeywell; Jamie Dimon of JP Morgan Chase; Michael Dell of Dell; Randall Stephenson of ATT; Lowell McAdam of Verizon; Hank Greenberg of CV Starr; Steve Schwarzman of The Blackstone Group; Andrew Liveris of Dow; Lynn Tilton of Patriarch Partners; Jim McNerney of Boeing; Brian Moynihan of Bank of America; Scott Davis and Dave Abney of UPS; Ed Rust of State Farm; Mike Ullman of JC Penney; George Barrett of Cardinal Health; John Lundgren of Stanley Black & Decker; Steve Case of Revolution; Ralph Izzo of Public Service Enterprise Group; Mike Lamach of Ingersoll Rand; Gerardo Lopez of AMC Entertainment; Dave Melcher of Exelis; Steve Miller of AIG; Mike Petters of Huntington Ingalls; Nick Pinchuk of Snap-On; and Tom Quinlan of RR Donnelley.

Our partners, CNBC, Edelman, EY, Microsoft, Patriarch Partners, Leslie Miller Saiontz, and UPS, make this no-fee program possible.

The Yale Washington CEO Caucus takes place at 101 Constitution Avenue --- beginning at 3:30p concluding at 6:15p with an optional cocktail reception.

Please join us for The Yale Washington CEO Caucus --- RSVP (yes or no) by clicking on the appropriate link in the attached formal invitation.

Should you wish any additional information or details about The Yale Washington CEO Caucus, please contact (b)(6) our Washington office (b)(6) / (b)(6)

I look forward to seeing you in March!

<jeff_full_sign.jpg>

(Find attached the formal invitation.)

(b)(6)
Yale Chief Executive Leadership Institute
101 Constitution Avenue NW
Suite 900 East
Washington, DC 20001
(b)(6)

<invCarterA.doc>

From: Lewis, Ronald LTG SD
To: [redacted]
Subject: FW: Sunday News Shows Roundup for 19 July 2015
Date: Sunday, July 19, 2015 4:02:09 PM
Attachments: Sunday News Shows Roundup 19 July 2015.docx

---- Original Message ----

From: OSD Pentagon PA Mailbox Media Analysis [redacted]

[redacted]

Overview: Defense-related coverage on today's Sunday news shows overwhelmingly focused the nuclear deal reached between the P5+1 powers and Iran this week. Secretary of State John Kerry and Secretary of Energy Ernest Moniz appeared on all five networks in order to clarify various specifics of the deal. The arms embargo against Iran acquiring missiles was of interest to the show hosts. Secretary Kerry said that the arms embargo against Iran was not lifted as part of the deal, and that there are already "U.N. resolutions and other mechanisms for holding Iran accountable on missiles." Speaking to the verifiability of the deal, Secretary Moniz said that the IAEA has "plenty of evidence of exquisite environmental sampling that will reveal.traces of nuclear work," if Iran decides to begin producing weapons-grade material for a nuclear bomb.

British Prime Minister David Cameron mirrored the sentiment of Secretaries Kerry and Moniz saying "this [deal] is the better outcome. It keeps Iran away from a nuclear weapon.and I think we should be proud of a good deal done." However, he added that the West "shouldn't be naive or starry-eyed in any way about the regime that we're dealing with," and should be concerned about the Iranians cheating on the agreement. Finally, when asked on "This Week" if Secretary Carter could offer the Israelis any compensation in exchange for the Iran deal on his upcoming trip to the Middle East, Israeli Prime Minister Netanyahu said, "The question you have to ask yourself is, if this deal is supposed to make Israel and our Arab neighbors safer, why should we be compensated with anything.I think the right thing to do is not to do this bad deal."

Meanwhile, members of Congress generally expressed discontent over the deal, demonstrating the "bipartisan skepticism about [it]," according to Senator John Barrasso (R-WY). Senator Ben Cardin (D-MD) said it is good that Congress will have 60 days to review the deal, and that one question will be on the mind of lawmakers: "does this agreement prevent Iran from becoming a nuclear weapon power or not? That's going to be the review standard." Furthermore, Senator Tom Cotton (R-AR) agreed with previous statements made by Senator Cardin that it is "regrettable that the administration is going to the United Nations first," and not allowing Congress any time for a role in the specifics of the deal.

Also of note on today's Sunday shows was Thursday's shooting in Chattanooga, Tennessee. Tennessee Governor Bill Haslam (R-TN) appeared on "Meet the Press" and announced a review of safety at recruitment facilities. He described it as "a directive.that basically asks our adjutant-general to review the safety at all of our facilities, not just our armories but the store front recruiting units." He added that the second part of this would be "reviewing where it's appropriate for our officers to be armed, to a better degree than they were in the past. Both where that's appropriate and where it's legal."

(b)(6)
Office of the Assistant Secretary of Defense (Public Affairs)
Media Analysis (OMNITEC Solutions, Inc.)
(b)(6)

SUNDAY NEWS SHOWS | DEFENSE-RELATED ROUNDUP

JULY 19, 2015

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Fox News Sunday with Chris Wallace (9:00-10:00 a.m. EST)

Secretary of State John Kerry and Secretary of Energy Ernest Moniz on the Iran deal [LINK]

CHRIS WALLACE: Gentlemen, welcome to Fox News Sunday.

SECRETARY OF STATE JOHN KERRY: Pleasure to be here.

WALLACE: President Obama and both of you talked about insisting on any time, anywhere inspections, but what you ended up with is that Iran can keep us out of its most secret, most suspicious sites for up to 24 days. Secretary Kerry, three and a half weeks is not anytime anywhere.

SECRETARY KERRY: Well, that's not accurate, that we ever -- I never, in four years, had a discussion about anywhere, anytime, that is the --

WALLACE: Secretary Moniz did.

SECRETARY KERRY: Before he came into this negotiation, he did not, not in the course of this negotiation.

WALLACE: President Obama, on April 2nd --

[BEGIN VIDEO CLIP]

PRESIDENT BARACK OBAMA: If Iran cheats, the world will know it. If we see something suspicious, we will inspect it.

[END VIDEO CLIP]

SECRETARY KERRY: That's accurate. That's --

WALLACE: He didn't say in 24 days.

SECRETARY KERRY: Well, but, Chris, don't play a game here. The fact is that in arms control, there is no country anywhere on this planet that has anywhere, anytime. There is no such standard within arms control inspections. There is an IAEA process for which we have negotiated a unique ability to be able to bring cloture. The reason we're in this predicament right now is the IAEA was never being able to close the deal. We have created a mechanism by which we can go to the United Nations, one country can take this to the supreme -- to the -- to the Security Council. We have an ability to snap back all the sanctions or to put any sanction on we want, hold them in material breach if they do not give us access. That's never existed previously. But we never ever had a discussion about anywhere anytime. It's called managed access. It's under the IAEA. Everybody understands it. And the intelligence community has made it clear to us, as they did before we signed onto this deal, that we would be able to know what they are doing during that intervening period of time.

WALLACE: Of course -- of course the question is managed access, is that good enough? And in his news conference this week, Secretary Moniz, the president said, look, you can't hide whatever they're doing, if they are doing something in violation, in a closet in -- in 24 days. But there are plenty of arms experts, nuclear experts out there that say you can hide plenty of stuff in three and a half weeks. That's almost a month, sir.

SECRETARY OF ENERGY ERNEST MONIZ: Let me clarify, first. Let me read the rest of the sentence. I said managed -- I said access anywhere anytime in the sense of a well-defined procedure and a well- defined time window to resolve it. So, that's -- first of all, I want to clarify that. Second of all, what will happen is if the process runs the full length of 24 days, the IAEA inspectors will take environmental samples. When environmental samples are taken and nuclear activity has taken place, it is virtually impossible to clean up that place. You can paint the floors, you can do what you -- do what you want. We feel very confident that one would find the evidence of nuclear activity.

WALLACE: Under this deal, we lift the arms embargo on Iran being able to buy weapons and even ballistic missiles between five and eight years. And the sanctions against General Soleimani, the head of the Iranian Revolutionary Guards' Quds Force, are also lifted. What we end up with, Secretary Kerry, is an Iran with billions -- hundreds of billions of dollars more, able to buy weapons, and a Revolutionary Guard with fewer restraints. Isn't that potentially an even more dangerous state sponsor of terror in the Middle East?

SECRETARY KERRY: First of all, Chris, don't exaggerate. It's not hundreds of billions of dollars. It's $100 billion, approximately.

WALLACE: That's in the first year.

SECRETARY KERRY: But approximately -- well, it's their money that they have had frozen.

[CROSSTALK]

SECRETARY KERRY: Well, let me just --

WALLACE: And it's -- but it's --

SECRETARY KERRY: -- but let me just finish --

WALLACE: -- $150 billion in the first year.

SECRETARY KERRY: Chris, please. Chris, this is not supposed to be a debate. You're supposed to ask questions, we're supposed to be able to answer it. Let me answer your question. Your question said what happens in terms of that period of time to Soleimani and? This is a nuclear negotiation about a nuclear program. The United Nations -- when they passed the resolution contemplated that if Iran came to the negotiation and they ponied up, all the sanctions would be lifted. We didn't lift all the sanctions. We left in place, despite the fact that three out of seven countries negotiating wanted to do away with them altogether, we want the five years in it for the arms and eight years for the missiles. But we have many other sanctions still applicable and we could bring other sanctions to push back against any of their behavior. They're not allowed to send arms to the Hezbollah. That's a separate resolution. They're not allowed to send arms to the Shia militia in Iraq. That's a separate resolution. They're not allowed to send arms to the Houthi, a separate resolution. So, we, in faet, have a huge ability to be able to bring any number of efforts against Iran for any bad behavior here whatsoever.

WALLACE: Briefly, do we have any kind of understanding, because you've come under criticism, when they, at the last minute, brought in let's lift the arms embargo, that you didn't insist on getting the three Americans released. Do we have any kind of understanding that Iran will release those hostages soon?

SECRETARY KERRY: Let me just say to you that -- that every single meeting, everywhere in the world that ever took place with the Iranians, we have raised the issue of the American citizens and we are working on the issue of the American citizens even now.

WALLACE: When Barack Obama was running for president in 2012, he said this in a presidential debate.

[BEGIN VIDEO CLIP]

PRESIDENT OBAMA: The deal we'll accept is they end their nuclear program. It's very straightforward.

[END VIDEO CLIP]

WALLACE: Secretary Moniz, I understand that there are limits, but Iran can continue to run its centrifuges. It can continue research. It can continue to enrich uranium. Why didn't the president keep his pledge to the American people that we would end Iran's program?

SECRETARY MONIZ: Well, first of all, the issue of Iran having a nuclear program was already established in the previous administration. Clearly, what we have done is we have dramatically limited and constrained the program --

WALLACE: But the president said --

SECRETARY MONIZ: -- read through -- through 15 years.

SECRETARY KERRY: -- and that would end their ability to get a weapon.

SECRETARY MONIZ: To get a weapon.

SECRETARY KERRY: We have ended their ability to get a weapon.

SECRETARY MONIZ: And the --

WALLACE: For a limited time, sir.

SECRETARY KERRY: No, not for a limited time, for the duration of the NPT.

SECRETARY MONIZ: We are --

WALLACE: Well, wait a minute --

SECRETARY MONIZ: We are --

WALLACE: -- the president said --

SECRETARY MONIZ: We are --

WALLACE: Wait a minute.

SECRETARY MONIZ: -- we are better off --

WALLACE: -- the president said --

SECRETARY MONIZ: If I may finish -- we are better off forever in terms of Iranian nuclear weapon activity under this agreement than we would be without it.

WALLACE: But the president said in April.

[BEGIN VIDEO CLIP]

PRESIDENT OBAMA: In year 13, 14, 15, they have advanced centrifuges, they can enrich uranium rapidly, and then at that point, the breakout times would have shrunk almost down to zero.

[END VIDEO CLIP]

WALLACE: That's not ending the program.

SECRETARY MONIZ: The breakout time will -- in fact, will not be going to zero at that time.

[CROSSTALK]

WALLACE: So, the president was mistaken?

SECRETARY MONIZ: The -- I'm just telling you what the agreement has, the final agreement has the one year breakout time securely for 10 years. And then there will be a soft landing after that for -- for several years.

WALLACE: Right. So by year 13, 14, it's --

SECRETARY KERRY: Never ever goes to zero -

SECRETARY MONIZ: No, it will -- it will --

[CROSSTALK]

SECRETARY MONIZ: It will never go to zero ever. And furthermore, let me add something else, where we are using the word "breakout time" unconventionally in the sense of applying only to the nuclear materials. There's a lot more you need

for a nuclear explosive and if you look at the agreement, you will see an indefinite commitment to not pursuing four major activities needed for a weapon. And in addition, a 15 years of no work at all on uranium or plutonium metallurgy.

SECRETARY KERRY: In 25 years, Chris, where there entire uranium cycle is being tracked, from the mining all the way through every component of it. So our intelligence community has told us, they would have to have, to make a weapon illicitly or covertly, a completely separate secondary supply of uranium and they won't be able to do that.

WALLACE: Finally, Secretary Kerry, the White House is already working hard to try to get enough Senate Democrats to sustain a veto of a resolution of disapproval. What does it say about this agreement that the administration is not even talking about Congress actually approving this deal?

SECRETARY KERRY: Well, because the Republicans have already made it clear what their position is to a large measure and they are in the majority in both houses. So, there is a purpose, obviously, in trying to get first. He hasn't settled on a veto. He's trying to find the 41, which is a different thing, which is --

WALLACE: The filibuster.

SECRETARY KERRY: Well, no, it's not. It's a question of whether or not you can approve it. But leaving that alone, I think the key question –

WALLACE: But why not get it approved?

SECRETARY KERRY: Well, we'd love to have it approved. And hopefully, we'll be able to persuade enough people. I hope there are enough minds still open, ready to consider this on its merits, that could be persuaded. And we're going to work very hard. Both of us will be on the Hill next week. We look forward to this interaction with the Congress. And we very much hope we can persuade enough people to approve it, of course.

Senators Ben Cardin (D-MD) and John Barrasso (R-WY) on the Iran deal [LINK]

CHRIS WALLACE: Joining me now: two members of the Senate Foreign Relations Committee which will lead the debate on the Iran deal. Republican John Barrasso of Wyoming and top Democrat on the committee, Ben Cardin of Maryland. Gentlemen, welcome back to Fox News Sunday.

SENATOR BEN CARDIN (D-MD): Thanks for having us.

WALLACE: Well, you just were sitting here with me watching the interview with the two secretaries. Senator Barrasso, what's your biggest problem with the argument they made?

SENATOR JOHN BARRASSO (R-WY): A couple things. One is there is bipartisan skepticism about this deal. There's a huge difference between even the framework of three months ago to the deal that just got released the other day, which is very complicated. The inspections that you raised, they were supposed to be anytime anywhere, 24/7, and now, it's going to be 24 days. And this late- minute concession because this administration was so desperate to get any deal signed, the concession that we would now allow Russia to sell to Iran ballistic missiles that could hit in the neighborhood but also with the strength to hit to the United States, I think was an absolute mistake and a concession and almost surrender by the president to get any deal signed. That's my concern.

WALLACE: Senator Cardin, did Kerry and Moniz persuade you or do you still have questions?

SENATOR CARDIN: Well, fortunately, with Congress having 60 days to review the agreement, we're going to take that time in order to understand it and ask our questions and get our answers. Bottom line is whether this agreement prevents Iran from becoming a nuclear weapon power. The inspection enforcement regime is a very important part of it. We want to understand it better. The question will be, whether this is effective enough to prevent nuclear weapons --

WALLACE: Does the 24 day -- which Secretary Moniz said, look, they can't hide anything in 24 days -- are you satisfied with that?

SENATOR CARDIN: Well, we want to look at the covert opportunities. We understand that we cannot trust Iran. We know that there are many ways that they can get a nuclear weapon. One is through covert activities in a military facility. What does the 24-day delay mean? That's going to be questions that we'll be asking and we'll be having hearings starting this week and that's going to be willing one of the primary areas of our interest.

WALLACE: Senator Cardin, I think it's fair to say that as the top Democrat in the Senate Foreign Relations Committee, the White House is counting on you to support the deal. Are you -- honestly, are you a sure yes vote for this deal?

SENATOR CARDIN: I'm going to use the review period to understand it. My obligations are to the people of this country. People I represent in Maryland, people in this country. I'm going to do what's in the best interest of this country. I have to decide whether this agreement puts us in a better shot of preventing Iran from becoming a nuclear weapon state or not. And that's going to be how I evaluate it.

WALLACE: So, they shouldn't count on you at this point?

SENATOR CARDIN: It's not a matter of what party I belong to, it's not a matter of supporting the president. The question is, what's in the best interest of this country?

WALLACE: President Obama said that there are two options -- either this deal or another war in the Middle East. Senator Barrasso, what's your alternative?

SENATOR BARRASSO: Well, my alternative was to say that I'm most interested in the security of the American people. That is a false choice that the president brings out. It is scare tactics to try to get this approved. My alternative is a better deal. But when you're so desperate or eager to make a deal, sometimes, you make decisions and concessions that should not be made. Two years ago, we had Iran where we wanted them because specifically of the sanctions that the Senate imposed. The president opposed those sanctions. We insisted. That's what brought Iran to the table in the first place. It was in their enlightened self-interest to deal with us. But when the president takes other restrictions off of the table in terms of a true threat to Iran that then that strengthens their hand, weakened our hand, which is why we have this deal today. My answer is a better deal. Go back and make a better deal by increasing the sanctions and not removing them.

WALLACE: But while the sanctions brought -- Senator Barrasso -- brought Iran to the table, they didn't stop Iran's nuclear program. Let me put some stats up. When President Bush started going after Iran in 2003, they had 163 centrifuges. After all of the sanctions when President Obama began these negotiations in 2013, Iran had 19,000 centrifuges. Sanctions weren't working. They were not stopping Iran's nuclear program.

SENATOR BARRASSO: Which is what tells you, if you give them more money, they're not going to use it for better interest of the people of that country. They're going to use it for terrorism. They're going to use it to continue to develop --

WALLACE: But I think the point, sir, respectfully, the point is -- we have sanctions on them. The economy was badly hurt. They went from 100 centrifuges to 19,000.

SENATOR BARRASSO: Because their focus continues to be becoming a nuelear power no matter --

[CROSSTALK]

SENATOR BARRASSO: They're going to cheat. We know that. They do that. They're going to use money for terror. We need to continue -- I want to hold the president to what he was at two years ago which -- when he said, we're going to prevent them from getting a nuclear weapon. He's now moved the goal post. All he wants to do is manage it. They will get a nuclear weapon. They will be a nuclear power, as well as an industrial and a military power.

WALLACE: I want to bring you in a moment, Senator Cardin. But I want to -- you say let's go back and let's negotiate a new deal. How do you answer the president's argument: if we -- if Congress disapproves this deal, you're going to end up with the worst of both worlds. Here's what the president said.

[BEGIN VIDEO CLIP]

PRESIDENT BARACK OBAMA: Without this deal, there would be no limits on Iran's nuclear program. There would be no monitoring. No inspections. The sanctions we rally the world to impose would unravel.

[END VIDEO CLIP]

WALLACE: The president's point is, sanctions will be gone because a lot of our international partners aren't going to go back to the table. They've negotiated a deal that they're satisfied with. Iran will be free to ramp up its nuclear program. And the U.S. will get the blame.

SENATOR BARRASSO: But the president says, if they don't comply, he's going to have snapback sanctions. So, how can he say that the snapback sanctions will actually be effective if he says sanctions don't matter? The president is also saying that no matter how terrible the deal might be, it's better than the alternative of war. No matter how badly they have come up with this deal, no matter how many concessions they have made, it's better than the alternative. I think it's a false choice.

WALLACE: Senator Cardin?

SENATOR CARDIN: Well, first, Chris, the reason sanctions worked is because U.S. showed leadership and then we got the international community to go along with us and we started crippling Iranian economy. For us to make sure there's enforcement, the snapbacks are very important. We have to be able -- to be able to snap back those international sanctions. One of the questions we're going to be asking is: if there is a breach, how that breach will in fact work to make sure that the international community is again united. And quite frankly, there's a provision in this that's pretty strong that the United States unilaterally can go to the United Nations and get sanctions back on. We're going to take a look at it, though, because we're concerned whether we can put back the regime or not.

WALLACE: I want to bring up one last question with you, Senator Cardin, and that is the United Nations will consider a resolution this week on whether or not to approve the Iran deal. You as the top Democrat on the Senate Foreign Relations, and the chairman, Senator Corker, have sent a letter to the president saying that Congress should go first before the U.N. Given that even if the U.N. approves the deal, there's a 60- to 90-day delay and you're going to have to decide yes or no in 60 days. What difference does it make who goes first, and is the fact that the White House is insisting on taking it to the U.N. before Congress votes, will that alienate Democrats who might vote against the president?

SENATOR CARDIN: Well, this is a process issue. We're going to review the agreement on its substance. That is going to be our key as to whether this agreement makes our country safer from nuclear Iran or not. That's going to be the main focus of it. However, I don't know why they're going to the United Nations. I think they should have gone to the United Nations after the 60-day review. They don't gain anything by doing it earlier. I think it's not consistent with the Iranian Review Act. That's why I joined Senator Corker and urged the president to reconsider and wait until after the 60-day period. It doesn't take effect until 90 days after the U.N. acts, so there's nothing loss by waiting for the congressional review.

WALLACE: Apparently, they're not going to wait. They're going to do it. How much trouble is that going to create for the administration on Capitol Hill?

SENATOR CARDIN: Bottom line is, does this agreement prevent Iran from becoming a nuclear weapon power or not? That's going to be the review standard.

[CROSSTALK]

WALLACE: Final word.

SENATOR BARRASSO: I talked to Samantha Power, the U.N. ambassador, on this issue. She said the greatest weakness of this whole deal is the complexity. What's the rush? The American people have a right to see what's in this and to weigh in.

WALLACE: It's online. BARRASSO: Well, it's been hidden. Chuck Schumer in one of the reports today said he was going to read it over the recess. He hasn't gone through it yet. Members haven't had a chance. 158 pages.

[CROSSTALK]

WALLACE: I understand, but they haven't voted on it yet either.

SENATOR BARRASSO: We want to have an opportunity for the U.S., the people, the elected representatives to vote.

WALLACE: I don't understand. Are you saying 60 days isn't enough?

SENATOR BARRASSO: I say 60 days is enough. The president shouldn't go to the United Nations before the 60 days. We need to go home over the recess and listen to our constituents. I was in Wyoming yesterday and got an earful about why this is so bad and a risk to the United States national security. We have the time. But the president shouldn't do an end run around Congress and the American people to go to the Security Council of the United Nations before we act.

CNN State of the Union with Jake Tapper (9:00-10:00 a.m. EST)

Secretaries Kerry and Moniz on the Iran deal [LINK]

JAKE TAPPER: So it was just a few days ago that the chairman of the Joint Chiefs testified before Congress that lifting the ballistic missile or conventional arms embargo from Iran, that lifting it would be a horrible idea. That was within the same context of testimony that Iran had killed an estimated 500 Americans. Why is lifting the embargo part of this deal?

SECRETARY OF STATE JOHN KERRY: We're not lifting it. It has eight years out a 10-year component of the U.N. resolution. Eight years, it will be applied. And we have other U.N. resolutions and other mechanisms for holding Iran accountable on missiles. But the simple reality is, Jake, this U.N. process that started the -- that allowed the sanctions to be put in place in the first place contemplated the lifting of all sanctions once Iran had lived up to its obligations with respect to the NPT. So, if the IAEA found in X-number of years that they have lived up to this, then all the sanctions would be gone. So, we, in fact, succeeded against three countries that didn't think they should have to do anything. So, we have a lot of measures. And the United States always has the ability to take action, unilaterally or otherwise, with respect to other activities.

TAPPER: Why I'm confused about this, Secretary Moniz, is because, when I interviewed you in April, and I asked about the four Americans being held in Iran against their will, three that we know, one we don't know what happened to him, and you said the following:

[BEGIN VIDEO CLIP]

SECRETARY OF ENERGY ERNEST MONIZ: What I want to emphasize is, this negotiation was intentionally restricted to the nuclear issue, get the nuclear bomb issue off the table, we hope, for a long time. That has other implications. So, for example, things like arms embargoes, ballistic missile sanctions, those stay in place, strictly focused on the nuclear issues.

[END VIDEO CLIP]

TAPPER: But that doesn't seem to have been what happened.

SECRETARY MONIZ: Well, I think we are -- the part of the agreement that is absolutely critical is that, of course, which allows us to, A, prevent a weapon and to have visibility in to any activity in this -- in this direction. Excuse me. And with regard to the Americans unjustly held or missing, again, the secretary -- I was there -- every meeting, this was always raised, and remains, I think, an area of considerable focus.

TAPPER: I don't doubt that for a second. But when I asked you about it, you said, look, this is just focused on the nuclear issue. We're not dealing with anything else, including hostages, including arms embargoes. And it looks like, since that happened, the Iranian got to include something that was extraneous, and we did not when it came to our hostages.

SECRETARY MONIZ: Well, of course, the arms embargo -- and I will defer to John, but the arms embargo is something that was directly tied to the nuclear performance.

SECRETARY KERRY: It was not extraneous. It was already in there. The arms embargo and the missile were put in when 1929, the resolution, was passed.

TAPPER: What do you say when you hear that Prince Bandar, the longtime former ambassador from Saudi Arabia, said that this deal -- quote -- "will wreak havoc in the Middle East"? As you know, there are a lot of countries, Sunni Arab countries, Israel, that are very worried that this is actually a bad deal for peace in the region.

SECRETARY KERRY: Well, we disagree with them very, very much. I disagree with him. But I just yesterday met with the foreign minister of Saudi Arabia, who said on television that if the -- they want a deal, and if the deal does the things -- they listed things the deal does -- then they would feel very comfortable with it. The fact is that the real fear of that region should be that you don't have the deal. If Congress doesn't pass this, if Congress were to kill this, then we have no inspections, we have no sanctions, we have no ability to negotiate, because I assure you the ayatollah, if the United States arbitrarily and unilaterally kills this, you're not going to have another negotiation. And they will feel free to go do the very things that this prevents.

TAPPER: I have spoken to a lot of experts, ones who wanted this deal to be good, who were rooting for you, and they say the best-case scenario is that, over the next 15 years, with the $100 billion from the money that has no longer -- that will no longer be covered under sanctions, the Iranians will be closer to the capacity to build a nuclear weapon with the $100 billion that they now will have after sanctions are lifted, and they will have done it all under the guise of international law.

SECRETARY KERRY: You see, the reason that's not accurate about what will happen is that, today, we don't have those inspections. I mean, we do now under the interim agreement. But, before the interim agreement, we didn't have them. We didn't have the ability to know what they were doing. And guess what, my friend? Iran had 12,000 kilograms of highly enriched uranium, and -- and that's enough, if they enriched it further, for 10 to 12 bombs. They had it. That's what Barack Obama was dealt as a hand when he eame in, 19,000 centrifuges already spinning, a country that had already mastered the fuel cycle, a country that already was threshold, in the sense that they are only two months away from breakout. So, we're expanding that breakout from those two months to one year for 10 years and longer. And we have lifetime inspection, adherence to the IAEA, adherence to the advanced protocol, 25 years of tracking and monitoring their uranium, from mining, to milling, to yellow cake, to gas, to centrifuge, to waste. That's unprecedented. And we would not have had that without this agreement.

Fareed Zakaria GPS (10:00-11:00 a.m. EST)

- **No defense officials of note appeared on "Fareed Zakaria GPS" today. Coverage focused on a discussion of what the Iran deal will mean for Iranian businesses and regional security, the continued search for "El Chapo," in Mexico, and the financial crisis in Greece.**

ABC's This Week with George Stephanopoulos (10:00-11:00 a.m. EST)

Secretaries Kerry and Moniz on the Iran deal [LINK]

JONATHAN KARL: Could this be the beginning of a -- of a major change, though, in U.S.-Iran relations? I mean we've--

SECRETARY OF STATE JOHN KERRY: Well, there's no way to tell that. I mean it was not the purpose of the negotiations about a nuclear program. But we're prepared to test whether or not they're prepared to change their relationship in the region. And we certainly -- I think it would be diplomatic malpractice if we didn't keep our -- our doors open to possibilities.

KARL: This deal is going before the U.N. Security Council on Monday. You've heard some harsh criticism about that from Congress. Bob Corker, the chairman of the Foreign Relations Committee, said this is an affront to the American people. Ben Cardin, the top Democrat on the committee said this is presumptuous, to go to the U.N. before Congress. Why are you going to the U.N. before you're going to the U.S. Congress with this deal?

SECRETARY KERRY: Well, we're not. What we did was negotiate with our P5- plus-1 partners, who are not subject to the Congress, that it cannot be implemented until after Congress has had a chance to vote.

KARL: But the bottom line is the U.N. is going to vote on this before the Congress is going to vote on this.

SECRETARY KERRY: Well, they have a right to do that, honestly. It's presumptuous of some people to suspect that France, Russia, China, Germany, Britain ought to do what the congress tells them to do. They have a right to have a vote. But we prevailed on them to delay the implementation of that vote out of respect for our congress so we wouldn't be jamming them.

KARL: One of the most controversial provisions here is that in terms of these covert sites, Iran can delay for 24 days before inspectors get in there. You, Mr. Secretary, have said that there would be anywhere/anytime inspections. I mean, 24 days is not anywhere/anytime.

SECRETARY OF ENERGY ERNEST MONIZ: It was anytime/anywhere in the sense of a well-defined process that would have a well-defined conclusion in time. Three weeks for a process of this type is reasonable. Most important, we are very confident in our ability to detect the vestiges of any nuclear work beyond 24 days.

KARL: So, even though they have nearly a month, they can't clean up what they're doing and hide what they're doing?

SECRETARY MONIZ: Yes, there had been various analogies to throwing things down toilets, et cetera. This is not so simple with nuclear materials. We have plenty of evidence of exquisite environmental sampling that will reveal the traces of nuclear work.

KARL: And I want to ask you, the lifting of the arms embargo -- so you're going to unleash 100 billion dollars' worth of Iranian assets, and then within five years, they're going to be able to go on the open market arms embargo lifted. This is the premier state sponsor of terrorism.

SECRETARY KERRY: The United Nations resolution, which brought about the sanctions in the first place, said that if Iran will suspend its enrichment and come to negotiations, all the sanctions will be lifted. Now they've done more than just come to negotiations, they've actually negotiated a deal. And three of the seven nations thought they shouldn't, therefore, be held to any kind of restraint. We prevailed and insisted, no, they have to be. But we have ample other resolutions that allow us to hold them accountable for moving any weapons. President Obama is committed to doubling down on the enforcement of those measures. So I really think that a mountain is being made out of a mole hill here.

Israeli Prime Minister Benjamin Netanyahu on the Iran deal [LINK]

MARTHA RADDATZ: Now for the other side, let's bring in Israeli Prime Minister Benjamin Netanyahu. He's called the deal "an historic mistake". He joins us now from Israel. Prime Minister, we know you're adamantly opposed to this deal. So, what do you do? Do you personally lobby Congress?

ISRAELI PRIME MINISTER BENJAMIN NETANYAHU: Look, I think it's very important for me as the prime minister of the one and only Jewish state to make our case against the deal that we believe endangers our security, our survival even, and the security of our -- of the Middle East and the world. I think that's important. It's a substantive disagreement. It should be examined on the substance.

RADDATZ: I know you have concerns especially about the 24 days to allow inspectors on Iranian nuclear sites and military sites. And yet, the U.S. Secretary of Energy says the U.S. is very confident in its ability to detect nuclear work beyond 24 days. Is he wrong?

PRIME MINISTER NETANYAHU: Well, I think that -- I have respect for our intelligence services. They're the best in the world -- Israel, the U.S. and the U.K. And yet, all three of us didn't see for a long time the massive underground nuclear bunkers in Qom and in Natanz. We didn't see the Syrian war kind of reactor, a nuclear reactor that was almost operational when we discovered. So, I have full respect for intelligence. But it's very thin ice. You simply, you can't have -- speak with confidence about knowing a covert path to the bomb uninspected sites because you simply don't know. Intelligence and the best intelligence in the world, you still very thin ice.

RADDATZ: What, to you, would have been an ideal agreement?

PRIME MINISTER NETANYAHU: Dismantle for dismantle. Dismantle Iran's nuclear infrastructure for dismantling the sanctions. That was the original administration position and I think it was the right one. But, in fact, Iran actually gets both things. It gets to keep its nuclear infrastructure and it gets the full dismantling of sanctions in a very short time. So the hardliners in Iran are actually going to come out strong because they're getting everything they want. They're getting a pathway down the line, within a decade or so, to the capacity to be a threshold state with practically zero breakout time to many nuclear bombs, and billions of dollars, hundreds of billions of dollars, which they'll siphon off to their terror and war machine.

RADDATZ: Ash Cater is coming tomorrow. Is there anything he can say, the secretary of defense, that will satisfy you?

PRIME MINISTER NETANYAHU: You know, everybody talks about compensating Israel. I guess the question you have to ask yourself is, if this deal is supposed to make Israel and our Arab neighbors safer, why should we be consecrated -- compensated with anything. And furthermore, you know, how can you compensate a country, my country, against a terrorist regime that is sworn to our destruction and is going to get a path to nuclear bombs and billions of dollars to boot for its terror activities against us, against you, against everyone else. I think the right thing to do is not to do this bad deal.

RADDATZ: Let me ask you one final question. The military option. We know you're not going to talk about specifics, but is there really any bomb, any military action that would delay Iran building a bomb for as long as this deal does?

PRIME MINISTER NETANYAHU: As far as the military option, I never talk about it.

Rep. Michael McCaul (R-TX) on the Chattanooga shooting [LINK]

MARTHA RADDATZ And joining us now, Congressman Michael McCaul, chair of the homeland security committee who is calling the shooting an ISIS inspired attack. Chairman McCaul, can you tell us the latest that they've found out about Abdulazeez?

REP. MICHAEL MCCAUL (R-TX): Well, the FBI is currently doing a forensics examination on his computer, his cell phone, his travels to Jordan, which is right across the border from Syria. So we have the threat of foreign fighters, but we also have the threat over the internet, which is a new sort of threat that's out there, a new generation of terrorists as you heard Director Comey talk about. These internet directives from a cyber command if you will out of Syria to activate people in the United States to attack. And what they are saying is attack military installations and attack police officers. And what we saw was one of the most deadliest attacks on American soil against our U.S. marines and an American sailor. And this is case that we're most worried about. We have followed quite a few cases. We have over 60 cases that

we've rolled up ISIS followers over the last year. That's more than one per week. We have investigations into all 50 states. But what keeps us up at night are really the ones that we don't know about. And I'm afraid that this case falls into that category.

RADDATZ: Well, to that point, you had a naturalized citizens, numerous trips to Jordan, which border Syria as you said, a father who is on the terrorist watch list at one time, reports of Abuse, online writing. Shouldn't alarm bells have sounded?

REP. MCCAUL: Well, 20/20 is hindsight. I commend the FBI and homeland for stopping so many terrorist plots in the United States. But we will be examining this case. I know the FBI is investigating again his travel. The father was on a watchlist, was under an investigation that was closed. We'll be looking at all those details. But you know this is, again, the new sort of threat that's out there over the internet that's very hard to stop. We have 200,000 ISIS tweets per day that hit the United States. And this is one of those threats that Director Comey talks about is getting so -- the chatter is so loud and the volume so high that it's a problem that's very hard to stop and disrupt in this country. It's something we've been warning about over the last year. And unfortunately we saw it take place in Chattanooga. And Martha, if it can happen in Chattanooga, it can happen anywhere, anytime, anyplace, and that's our biggest fear.

RADDATZ: Mr. Chairman, you say 20/20 is hindsight -- or 20/20 hindsight -- but Tamerlan Tzarnaev had a background that should have raised alarms as well. And haven't we taken more measures since the Boston bombing to try to stop or track someone like this?

REP. MCCAUL: Of course. And I was one of the biggest critics of that -- the way that was handled, that particular case that we saw fall through the cracks. You know, this is one we'll be conducting oversight and examining what happened. But again, when we're stopping like we did the 4th of July plot that was imminent to blow up military at 4th of July parades, when we stopped at Garland, we stopped at -- we have again arrested -- there were 60 ISIS over the last year. Again, that's more than one per week. It's -- this is a very difficult counterterrorism challenge in the United States. And this is -- I met with the generals that conduct the war on terror. And you know what, I think we need to take the fight over there a little stronger.

CBS Face the Nation (10:30-11:30a.m. EST)

Secretaries Kerry and Moniz on the Iran deal [LINK]

JOHN DICKERSON: Mr. Secretary, Iran is a sworn enemy of the United States. Why should Americans -- when they see Iranians dancing in the street with this deal, why shouldn't they be suspicious about it?

SECRETARY OF STATE JOHN KERRY: Well, everybody should be. We're suspicious, which is why we negotiated the deal that is not based on trust at all. Everything that this deal is based on is on performance that can be verified. And that is critical. But, look, Ronald Reagan negotiated with the former Soviet Union. Richard Nixon negotiated with what was then known as Red China. You have to negotiate sometimes with people to make the world and your country safer. And we negotiated because President Obama thought the primary challenge here was getting a nuclear weapon away from Iran. And we believe this deal does that.

DICKERSON: Secretary Moniz, one of the real opponents of this deal, Prime Minister Benjamin Netanyahu, said of the 24-day waiting period on inspections, he said, you wouldn't tell a drug dealer, give them 24-day notice. They would just flush the drugs down the toilet. Does he have a point?

SECRETARY OF ENERGY ERNEST MONIZ: I don't think that's really an option here with nuclear materials. The first point is that, under IAEA engagements, they have no time frame for resolving issues when going to undeclared sites. So, first of all, getting a defined time frame is very, very critical. There has to be a process to go through with the P5-plus-one to force -- in case of a dispute, to force inspection. Iran otherwise is in breach. Now, 24 days, we feel very confident in the capability of IAEA with environmental sampling to detect any nuclear activity very, very long after it has occurred.

DICKERSON: What happened, Mr. Secretary, with anytime, anywhere?

SECRETARY KERRY: Never -- this is a term that honestly I never heard in the four years that we were negotiating. It was not on the table. There's no such thing in arms control as anytime, anywhere. There isn't any nation in the world, none, that has an anytime, anywhere. And the truth is, what we always were negotiating was an end to the interminable delays that people had previously. What Ernie just said is that the IAEA has no way to end it. We negotiated a way to end it. We have a finite time period. That's never happened before. And we have one nation's ability to take this to the Security Council to enforce it. That is unique. And we think it was a huge accomplishment to be able to get this finite period.

DICKERSON: Just to check the record here, Ben Rhodes, deputy national security adviser, said in April you will have anywhere, anytime, 24-7 access.

SECRETARY KERRY: Well, we do, but -- we have access to Fordow, access to Natanz, access to these places. I don't know if he was referring everywhere, but an access resolution of an IAEA challenge for a suspected facility that's undeclared, this is a breakthrough agreement which has a finite period that our intel community, and our scientists -- and here is one of the foremost nuclear scientists in the country telling us that that is -- there is no way for them to hide that material or do away in 24 days.

[CROSSTALK]

SECRETARY MONIZ: If I could just jump and clarify that again, that, in IAEA world, it is very important to distinguish declared and undeclared sites. Declared, we have 24-hour access. Undeclared, we have this process, anywhere, I might add.

[CROSSTALK]

DICKERSON: We will have to move on there. Secretary Kerry, you're allowing as a part of this deal a terrorist nation to get both conventional arms and ballistic missiles. Why is that a good idea and why is that a part of this?

SECRETARY KERRY: Actually, we're not. There is a limit on their ability to do so. Under the arms embargo, arms control, there will be limit of five years, and under the missile, in eight years, and the reason that we're only able to limit them to the five and eight, which is quite extraordinary that we got that, was that three of the nations negotiating thought they shouldn't have any and were ready to hold out to do that. And we said under no circumstances. We have to have those. And they add on to additional mechanisms that we have to hold them accountable on arms and missiles. We have the missile control technology regime. We have other missile restraints on them. We also have other U.N. resolutions that prevent them from moving arms to the Houthi, prevents them from moving arms to the Shia, prevents them from -- to the Shia militia in Iraq, prevents them from moving arms to Hezbollah. So, we have an ability way beyond, nothing to do with this agreement, to continue to enforce those issues.

DICKERSON: How should Americans think about Iran in the wake of this agreement? Iran America's enemy?

SECRETARY KERRY: Well, Iran has been, obviously. And we have been at odds. The same way that Ronald Reagan negotiated with the Soviet Union, and the same way that Richard Nixon negotiated what we then called Red China, we have now negotiated with somebody who took our embassy over, took hostages, killed Americans, many of the things you hear people say, supported terrorism. But what we need to recognize is that an Iran that we want to stop the behavior of with a nuclear weapon is a very different Iran than an Iran without a nuclear weapon. And we saw this opportunity. The president saw it, and committed us to try to find a way through diplomacy to end that program of nuclearization with a weapon, and that's exactly what we have done.

DICKERSON: But how -- you said they were an enemy. What are they now?

SECRETARY KERRY: Well, I said, they have been an enemy. They are still -- we're still adversaries. We're not allies and friends, by any means. And this agreement does only one thing. It -- and you heard the ayatollah just in the last days proclaiming the continued enmity with the United States. So, there are no illusions about that. What we know, however, is

that an Iran without a nuclear weapon is a very different country than Iran with one and that a Middle East without a nuclear weapon is a safer Middle East. So, we believe that Israel, we believe the region will ultimately be much safer because of this deep. Now, if you don't -- if we don't do this deal, if Congress says no to this deal, then there will be no restraints on Iran, there will be no sanctions left. Our friends in this effort will desert us. We will be viewed as having killed the opportunity to stop them from having a weapons. They will begin to enrich again, and the greater likelihood is what the president said the other day; you will have a war.

DICKERSON: Last question. If you don't get majority in Congress to support this deal, doesn't that undermine the deal?

SECRETARY KERRY: No, not in the least. The Congress -- they don't care over there whether it's majority or a minority or whatever it is, as long as the deal is implemented. And that's what we care about, that this deal be implemented. We would love see the Congress listen carefully. And we're going to go up and we're going to meet with them. We're going to do our utmost to persuade people. But, no, I don't think that undermines this deal. This deal will stand ultimately on the fact that there's unprecedented inspection, unpreeedented access, unprecedented restraint in their program which they have agreed to. There will be an increase in the breakout time for fissile material for one weapon from two months to one year for the next 10 years. There is a limit on their size of their stockpile for 15 years. For 25 years, they are going to have to allow tracking and monitoring of their mining, of their uranium all the way through the fuel cycle. And our experts are convinced, experts are convinced, that we will know what they were doing and we will be able to protect our security interests and the interests of the region.

SECRETARY MONIZ: I would just add that, for the long term, we are certainly better off with regard to any weapon possibility with this deal than without it. That starts day one. And it goes on essentially indefinitely.

Israeli Prime Minister Benjamin Netanyahu on the Iran deal [LINK]

JOHN DICKERSON: Joining me now is a top critic of the Iran nuclear deal, the Israeli prime minister, Benjamin Netanyahu. Mr. Prime Minister, Secretary Kerry has said that Iran was an enemy of the United States and is now an adversary. You have said the real question is, what is the nature of the Iranian regime? Why is that so important?

ISRAELI PRIME MINISTER BENJAMIN NETANYAHU: Well, you got a pretty big indication of that yesterday, when the ruler of Iran, the Ayatollah Khamenei, says after this agreement is concluded that he's going to continue the battle against the United States, he's going to continue supporting terrorists in the Middle East and in the world.

He's committed to Israel's destruction. And this regime has just received a dream deal. It's getting -- it may get a deal that may block or delay Iran's path to one or two bombs for the next few years, assuming they don't cheat, but paves their way to many, many bombs after a decade or so, because they become threshold state with full international legitimacy. And then to boot, they also get a cash bonanza to fund their terrorists and aggression against us, against the region, against America and the world. So, I think this is a very bad deal with a very bad regime. It's not good for anyone's security, not ours, not yours.

DICKERSON: Mr. Prime Minister, in the short run, though, isn't Israel safer? At the beginning of this year, the Iranian breakout time was a couple of months maybe. Now it's to a year. Doesn't that make Israel safer?

PRIME MINISTER NETANYAHU: No, it doesn't, because Iran would have to go against international sanctions that were hobbling their economy. Their inflation rate was 35 percent. They were about to collapse. The economy was in dire straits. I think that what they have got now is a path that gets rid of all these sanctions and allows them, if they keep the deal, if they keep the deal, within a few years, they are able to break out to a situation where they can get to nuclear arsenal with virtually zero breakout time. So, Iran is actually on path to a much bigger nuclear arsenal. And, secondly, they're getting a lot of money. Their economy was really stifled. Now they're going to get all that windfall with which they can arm their terrorists, Islamic Jihad, Hezbollah around Israel, Hamas, and the various terrorist groups that they support around the world.

DICKERSON: You talk all the other areas that Iran is active in the region. Secretary Kerry said that the United States is going to -- quote -- "up our game" in terms of pushing back against Iran in those other areas. What would you like to see if the United States was indeed to up its game?

PRIME MINISTER NETANYAHU: Look, I think biggest danger is the dual threat that is posed against Israel, our Arab neighbors. Many of the Arab leaders who speak to me see eye to eye with me, as does the leader of the opposition here in Israel, that this deal by itself is biggest security problem that we face. I think that the problem with Iran is that nothing has been actually restricted on its behavior. I offered an alternative. They said there's no alternative to this deal. Of course there is. The first alternative was dismantle Iran's nuclear program for dismantling sanctions. That was the original American position. It was a good one. I offered another alternative, dismantle part of Iran's nuclear facilities, and don't remove those restrictions until Iran changes its aggressive behavior. But none of these restrictions, forcing them to stop terrorism, forcing them to stop calling for Israel's destruction, forcing them to stop their attacks which have killed hundreds of Americans, forcing them to dismantle the missiles that are there developing for years. They're not developing these intercontinental ballistic missiles for us. They are developing them for you. And they will be able to tip them with nuclear warheads within 10 or 15 years. That -- none of that has been acquired. So, I think right thing to do is merely not to go ahead with this deal. There are many other things that could be done to stop Iran's aggression, but making this deal is not one of them.

DICKERSON: I know you're talking to lots of people. You're talking to us, obviously. Will you lobbying members of Congress against this deal?

PRIME MINISTER NETANYAHU: Look, I feel it's my obligation as the prime minister of Israel to speak out against something that endangers the survival of my country, the security of the region, the security of the world. And I obviously make my case. I think that is important. It's not only important for us. I think it's important for the entire world.

DICKERSON: You have said that this is a catastrophic and historic mistake. President Obama once said that he had Israel's back. Do you think that he's betrayed you here with this deal?

PRIME MINISTER NETANYAHU: Look, I appreciate President Obama and the United States' ongoing commitment to Israel's security. That's always something that's important. But this deal, on this, we have a disagreement, an honest disagreement, a respectful disagreement among friends. I think that people say, well, everybody agrees with this deal except Israel. Not true. First of all, everyone is united against this deal, opposition and coalition alike. Secondly, many in the region speak to me and tell me how they're worried that this deal will endanger their security in many, many ways. Thirdly, people say, well, the whole world agrees with it. That's not true. But even if they did, there was a celebrated deal just a few years ago, a nuclear deal. Everybody, the scientific community, the international community, everybody applauded it. It was a deal with North Korea. That proved to be a historic mistake as well. And North Korea today has dozen nuclear bombs and is on track to get within few years 100 nuclear bombs. I think that this is a repeat of the mistake of North Korea. And what is more, Ayatollah Khamenei, the ruler of Iran, the dictator in Tehran, is saying that he's going to continue his battle against the United States and his worldwide terrorism. I think we shouldn't give them a reward. This deal paves Iran's path to a nuclear arsenal, and makes the problem of terrorism in the region and in the world much worse by giving Iran billions of dollars for their war on terror machine. Not a good deal.

Senator Dianne Feinstein (D-CA) on the Chattanooga shooting and the Iran deal [LINK]

JOHN DICKERSON: On Thursday, Mohammad Youssuf Abdulazeez went on shooting spree at a Marine facility in Chattanooga, killing five. Do we have any idea, any intelligence about what radicalized Abdulazeez?

SENATOR DIANNE FEINSTEIN (D-CA): Well, not at the present time, although that's being investigated. As you know, a team has been sent to Jordan to explore that further. But, John, in my view, based on what I know so far, this is a classic lone wolf terrorist attack. Last year, 2014, ISIL, or Da'esh, as they say it in the area, put out a call for people to kill military people, police officers, government officials, and do so on their own, not wait for direction. It could well be that this is that case. Here is somebody who had guns, who knew how to use them, who may have been aggrieved by one thing or another. But this is all changing. And here is how it's changing. It is now possible for people, if they're going to talk

from Syria to the United States or anywhere else, to get on encrypted app which cannot be decrypted by the government with a court order. And this is extraordinarily dangerous.

DICKERSON: Is this the new state of affairs, which is to say there's no way he could have been caught by some kind of a screen? The intelligence couldn't have caught him. So, is this just what life is going to be like now in America?

SENATOR FEINSTEIN: I think to a great extent it is. This concerns me very greatly. I have met with the chief counsels of the Internet companies, pointed this out, asked for help. There is also on the Internet a stack of documents that tell you how to make a bomb that goes through a magnetometer, where to sit on the plane to blow it up, suggests some people to kill, and is extraordinarily dangerous. I have asked the Internet companies to take that off. They will not do it unless they are mandated to do it by law. So you have a predetermined kind of propaganda effort that with a few clicks somebody can get to. And it's very sophisticated. There's the sort of seduction all about where they do -- if they want to come, come to Syria and train, if not, what they should do in this country.

DICKERSON: Does that mean we have to remove the seduction of ISIS and joining up by going overseas and defeating ISIS? Does that put more pressure on the overseas piece of this, if there's nothing we can do domestically?

SENATOR FEINSTEIN: Well, I think it does. I have said before we're either going to fight them there or we're going to fight them here. And whether degrade and destroy is enough, I think the jury is out. We have been counting on our Sunni Arab neighbors to help. And, candidly, there's been some help, but clearly not enough. So, I think this is a constant battle and will be a constant battle. And we have to understand that there are lots of people out there who are going to succumb to the words of the propaganda and try to do these kind of things.

DICKERSON: Staying overseas now, let's switch to the deal with the Iranian nuclear program. Do you think the Democrats will support the president on this?

SENATOR FEINSTEIN: Well, again, I think the jury is out. I certainly hope so. I believe it's our one opportunity. I believe you can't ignore the fact that you have Russia, China, the United Kingdom, France and Germany all aligned. It is very likely that, Monday, if they go to United Nations, they will get approval to proceed. It is very likely that, regardless of what we do, these nations will drop their sanctions at some point. Now, I listened carefully to what the prime minister of Israel said. And I think it's pretty clear to everybody that America has Israel's back. We give huge amounts of money, $25 billion. We give security help, help with the Iron Dome, help with other sophisticated programs, precision weapons. And if Israel were to be attacked, this would be major war on our part. Now, here is the point. The point is that you have a moderate elected government that wants to make a change. We will see if this is enough to induce that change.

NBC Meet the Press with Chuck Todd (10:30-11:30a.m. EST)

Secretary Kerry on the Iran deal [LINK]

CHUCK TODD: Also on Friday I sat down with Secretary of State John Kerry who has been making the rounds all over the place this past week in an effort to sell the Iran deal to a skeptical Congress and a divided American public. I asked him why the four Americans believed held by Iran weren't part of the deal, and why the U.S. focused only on Iran's nuclear capabilities and not their overall behavior. Here are his responses.

[BEGIN VIDEOTAPE]

SECRETARY OF STATE JOHN KERRY: We have a plan in order to deal with push back against Iran's behavior with respect to military interdiction, stopping the flow of weapons, dealing with counterterrorism, dealing with Special Forces training and capacity for some of those other countries. So there will be plenty of pushback, Chuck. But the simple reality is, that if you're going to push back against Iran, it is better to push back against an Iran that doesn't have a nuclear weapon rather than one that does. So this focused on getting rid of the principal problem in the region, which is Iran's threat to Israel, their threat to the region, to have a nuclear capacity. We believe with this, for years into the future, we have this incredible capacity to have access, to have inspections, to hold them accountable. And by the way, even though

the arms and the missiles were put together -- they were thrown in as an add-on to this nuclear agreement. It was always contemplated that if Iran did come and deal on their nuclear program, that was going to be lifted.

TODD: Do you wish you would have held firmer to get these detainees out there?

SECRETARY KERRY: On the detainees, Chuck, we raise them at every single meeting. We're still engaged in discussions with them and I hope they will come back to the United States soon. That's my hope. And we are working continually to get them back.

TODD: Are you willing to do what both Senators Corker and Cardin have asked the administration which is to postpone the U.N. vote on this deal until Congress acts?

SECRETARY KERRY: Well, we can't -- we can't do that. In fact, I talked to Senator Corker in order to tell him that the agreement we made with our partners who, by the way, don't feel that they should be bound by the United States Congress, they feel that they've negotiated under the U.N.

TODD: But this jams Congress.

SECRETARY KERRY: But here is what we did.

TODD: Doesn't this jam Congress?

SECRETARY KERRY: No. Absolutely not. And I'll tell you why. Because we specifically to protect the Congress put in a 90-day period before it takes effect. So, nothing will change. The U.N. will do what it needs to do to meet the needs of our negotiating partners, all of whom wanted to go to the U.N. because that's what they were negotiating under.

British Prime Minister David Cameron on the Iran deal [LINK]

CHUCK TODD: On Friday I was joined by the head of one of those powers, a key advocate of the agreement, British Prime Minister David Cameron. I started by asking him, why he decided to sign off on this deal.

[BEGIN VIDEOTAPE]

BRITISH PRIME MINISTER DAVID CAMERON: Because I think it's so much better than the alternative. I think that if there wasn't a deal, I think we would face Iran with a nuclear weapon and that would have given a terrible choice to the West by enabling that, allowing that to happen or a very difficult decision to take military action. So this is the better outcome. It keeps Iran away from a nuclear weapon. It's a successful negotiation for the Allies and I think we should be proud of a good deal done. Now, of course, there will be those that complain about details of the deal but fundamentally, this is the toughest set of proposals put in place, verification put in place, inspection put in place than I think we've seen in any of these sorts of negotiations. I think it is a good deal. It was right to get on with it. And the sanctions pressure worked. And I think that's all to the credit to the U.S. administration, to Barack Obama but also the action taken in Europe, too.

TODD: Well, a lot of the criticism that's coming here in the United States and from some of key Middle East allies of both Great Britain and the United States -- I'm talking Israel and Saudi Arabia in particular -- is that this deal did not demand any other behavior changes in Iran outside of their nuclear weapons program. It didn't demand changes in what they're doing in Syria, what they're doing in Yemen, essentially the influence that -- their undue influence that they're trying to exert in the Middle East. Why not include all that?

PRIME MINISTER CAMERON: Well, this deal was about the nuclear issue. And I think the right way to conclude the deal was to make it about the nuclear issue. But you know, we shouldn't be naive or starry-eyed in any way about the regime that we're dealing with. And I'm certainly not. I spoke to President Rouhani yesterday and said that we want to see a change in the approach that Iran takes to issues like Syria and Yemen and to terrorism in the region. And we want a change in behavior that should follow from that change. We're not starry-eyed at all, and I'd reassure our Gulf allies about

that but actually taking the nuclear weapon issue off the table -- that is a success for America and Britain and our allies and we should be clear about that.

TODD: Isn't the -- there was one expert here named Richard Haas said his biggest concern is if Iran does comply with the deal for this reason, he believes if Iran complies with the deal then in 15 years they can have a nuclear weapon. What do you say to that?

PRIME MINISTER CAMERON: Well, I don't believe that's right. Actually, this deal says that it's never acceptable for Iran to have a nuclear weapon. Obviously, the time frame for which the safeguards are in place and the inspection is in place is for a particular period of time but the deal actually says it's not acceptable for Iran to have a nuclear weapon. But again, what we've done is make sure the timeline for them possibly getting a nuclear weapon has gotten longer not shorter.

TODD: Prime Minister Netanyahu and many people in Israel do not believe this makes them safer. Everybody in the United States on the Obama administration has argued it does. I heard you argue that it does, too. Why is he wrong and you guys are right?

PRIME MINISTER CAMERON: Well, I quite understand the concerns of people living in Israel. You would if you had to deal with the terrorism of Hamas and Hezbollah, if you had the threats to your country and you know what a threat Iran has been to your country. So I fully understand their concerns. But I would say to my friends in Israel, including the Israeli Prime Minister, look, the threat of a nuclear-armed Iran -- that is now off the table. And I think that's a success.

Senator Tom Cotton (R-AR) on the Iran deal [LINK]

CHUCK TODD: Secretary of State John Kerry is headed to Capitol Hill this week hoping to sell the Iran to a skeptical Congress. One critic who is not likely to be swayed by Kerry is Republican Senator Tom Cotton or Arkansas. Senator Cotton now joins. Welcome back to Meet The Press, sir.

SEN. TOM COTTON (R-AR): Good morning, Chuck. Great to be on with you.

TODD: You heard both -- I know the David Cameron interview and John Kerry interview. Let me just start with a specific when it comes to John Kerry and Congress. He said there is no need to delay the U.N. vote. That there's enough time built in to respect Congress's role in here. Do you agree?

SENATOR COTTON: No, Chuck, I disagree. I think it's regrettable that the administration is going to the United Nations first as senior and influential Democrats like Ben Cardin and Steny Hoyer have said. But at bottom, the United States' sanctions are what's always been most important here. And I'm confident that the American people, as they learn more about this agreement, are repudiating it and that Congress will ultimately reject it.

TODD: Explain the fundamental divide here. It seems to me you have on one hand the administration and many other world powers who believe Iran is a regional power in the Middle East and you have to just live with it and manage it. And there are opponents like yourself, Prime Minister Netanyahu of Israel and Saudi Arabia who say no, Iran should not be a regional power and all this deal does is give them more power. Is that the divide we're looking at here?

SENATOR COTTON: That's one of the fundamental divides, Chuck. Iran is a terror-sponsoring, anti-American outlaw regime. They have the blood of hundreds of American soldiers and marines on their hands. We should not be empowering such a regime to be a successful regional power. We should be confronting them in every way. This deal though gives them $150 billion of sanctions reliefs. It even lifts the conventional arms embargo and the ballistic missile ban. And ultimately, even if they obey every single detail of the deal, puts them on the path to be a nuclear weapon state in eight to ten years. And if you think Iran is going to change their behavior in a decade, I can tell you how unlikely that is because just nine years ago, they were trying to kill me and my soldiers. We were lucky. But hundreds of other American troops are not.

TODD: So what was the -- you know, the argument you heard it. You've heard the arguments from John Kerry and from David Cameron which is the alternative was war, the alternative was a nuclear Iran. This at a least at a minimum postpones the timeline for a decade. Isn't that better than nothing?

SENATOR COTTON: Well, unfortunately, Chuck, as I said, even if Iran obeys the deal, Iran is going to be a nuclear weapons state in just ten years. I think we have to assume that they will cheat on the deal though and the inspection and verification enforcement mechanisms, I believe, are too weak to do so. But In the end, I don't think it's a good thing to give such an outlaw regime nuclear weapons capability. But we are where we are. So the question is not really what was the alternative, it is what is the alternative. I think the alternative is for Congress to reject this deal and demand a better deal. To send our negotiators back to the table, with both tougher sanctions and military force and get a better deal for the American people.

Governor Bill Haslam (R-TN) on the Chattanooga shooting [LINK]

CHUCK TODD: For the latest on the investigation, I'm joined from Nashville by the governor of Tennessee, Republican Bill Haslam. Governor Haslam, good morning to you, sir.

GOV. BILL HASLAM (R-TN): Good morning.

TODD: What more can you tell us about the investigation that we don't know? Any new developments on your end, sir?

GOVERNOR HASLAM: You know, the FBI has been incredible, I think, in terms of being willing to chase down every lead, working with state law enforcement and local folks to try to ascertain, is this somebody that was just totally operating on their own? Was there someone else pulling their strings? Just what caused this person to get to the point where he did what he did. So I have a lot of faith that they're going to drill down exactly on what happened. Like I said, so far, I've been really impressed with their ability to go literally to every end to see where that will take them.

TODD: Here we are 72 hours in and we don't have bread crumbs that lead us to a conclusion that many people have already come to, which is that this was a terrorist attack. What's been the struggle here?

GOVERNOR HASLAM: I think one of the maybe scary things for all of us as Americans is the chance -- maybe the very good chance this is just a lone wolf out there operating on his own where we had no predictors of what he would do. It makes it really hard, obviously, to think, how do we protect ourselves against that in the future. I think that's one of the fears that all of us have is that he might be motivated by someone, someone might be pulling his strings but when he's out there operating by himself, it's a little harder to ascertain exactly what we do about that.

TODD: Many of your fellow governors have decided to figure out ways to increase security at some of these recruitment centers, particular for the National Guard, where governors have authority on that. What are you thinking about doing as far as Tennessee is concerned?

GOVERNOR HASLAM: We'll have a directive that comes out today that basically asks our adjutant-general to review the safety at all of our facilities, not just our armories but the store front recruiting units. We have those like the one that was attacked on Thursday. And then number two, reviewing where it's appropriate for our officers to be armed, to a better degree than they were in the past. Both where that's appropriate and where it's legal. One of the challenges we have is that many of our armories, many of our facilities are federal facilities so we don't want to put our adjutant-generals in a difficult position of giving them an order that they can't carry out because it's on a federal facility. So we're doing a complete review to see what we can. We're concerned, obviously. We don't want to leave our folks out there as targets when we've had such a horrible event happen just three days ago.

TODD: So you may need an act of Congress?

GOVERNOR HASLAM: Well, ultimately, that would help clear things up because on federal grounds we have limited authority as to what we can do. We're going to do everything we can. At the end of the day, it would be a lot better if we had clarity from the federal side.

From: Lewis, Ronald LTG SD
To: [redacted]
Subject: FW: SecDef Trip Item via Bloomberg: "U.S. Defense Chief Tries to Calm Frayed Mideast Nerves on Iran"
Date: Sunday, July 19, 2015 4:01:03 PM

---- Original Message ----

From: OSD Pentagon PA Mailbox Media Analysis [redacted]
Date: July 19, 2015, 10:43 PM GMT+3
[redacted]

Subject: SecDef Trip Item via Bloomberg: "U.S. Defense Chief Tries to Calm Frayed Mideast Nerves on Iran"

U.S. Defense Chief Tries to Calm Frayed Mideast Nerves on Iran
Bloomberg, July 19 | David Lerman

(Bloomberg) -- U.S. Defense Secretary Ashton Carter arrived in Israel Sunday on a mission to reassure nervous allies and Arab partners about American resolve after agreeing to a nuclear deal with Iran.

Carter said his trip to Israel, Saudi Arabia and Jordan "comes at a very important moment because of the Iran deal," which Israeli Prime Minister Benjamin Netanyahu has condemned as a threat to Israel.

The Pentagon chief said he will use the visit to discuss ways to improve military cooperation without trying to persuade Israeli leaders to support the deal, which barters an easing of crippling economic sanctions on Iran for curbs on the Islamic Republic's nuclear program.

"I'm not going to change anybody's mind in Israel," Carter told reporters aboard his plane en route to Tel Aviv. "Friends can disagree. We can agree to disagree about the deal."

While a U.S. defense official said no new weapons deals for Israel or Arab allies are planned during the trip, Carter said he will discuss ways to bolster Israel's ballistic missile defense and counterterrorism capabilities, while protecting the country's "qualitative military edge" in the region.

Carter said the agreement made with Iran by the U.S. and five other world powers on July 14 is "a good deal" that "removes a critical element of danger, threat and uncertainty from the region."

The deal "places no limitations on the United States or the Department of Defense" to carry out its strategy in the region, which includes countering the "malign influence" of Iran, he said. The U.S. retains all military options, he added.

Trust Deficit

Gulf allies, led by Saudi Arabia, have questioned whether Iran can be trusted to honor the accord and how it may use its newfound clout and billions of dollars in revenue in a region ripped apart by sectarian conflicts.

Carter said he plans to meet with King Salman of Saudi Arabia to discuss ways to counter Iranian aggression and combat Islamic State forces.

When asked if he has plans to increase U.S. presence in the Gulf region, Carter said, "We're always looking for ways to strengthen our posture."

For Saudi Arabia, the U.S. will work to improve counterterrorism activities, maritime security, special operations, integrated air and missile defenses and cyber security, he said.

Calling Israel "a critical friend, a critical ally," Carter said he plans to travel with Israeli Defense Minister Moshe Ya'alon to the country's northern border with Jordan and Syria. The visit will help Carter assess the threat posed by Iran-backed Hezbollah, which the U.S. considers a terrorist organization.

Military Options

When asked if he was concerned that Israel could take preemptive military action against Iran because of the nuclear deal it opposes, Carter said only that military options have been discussed with Israeli officials, and that the U.S. military option is preserved.

"We have a lasting and sustained friendship and commitment to Israel that has weathered decades" of crises, Carter said.

The trip also includes a stop in Jordan that will focus on the U.S.-led coalition campaign to defeat Islamic State, which declared a self-styled caliphate in parts of Iraq and Syria.

"Jordan is a strong, committed, staunch partner of the United States and everything we're doing in the region," Carter said. The visit will include a meeting with the squadron of a Jordanian pilot who was burned alive by Islamic State forces, said the U.S. defense official, who briefed reporters Friday on condition of anonymity to discuss unannounced plans.

(b)(6)
Office of the Assistant Secretary of Defense (Public Affairs)
Media Analysis (OMNITEC Solutions, Inc.)
(b)(6)

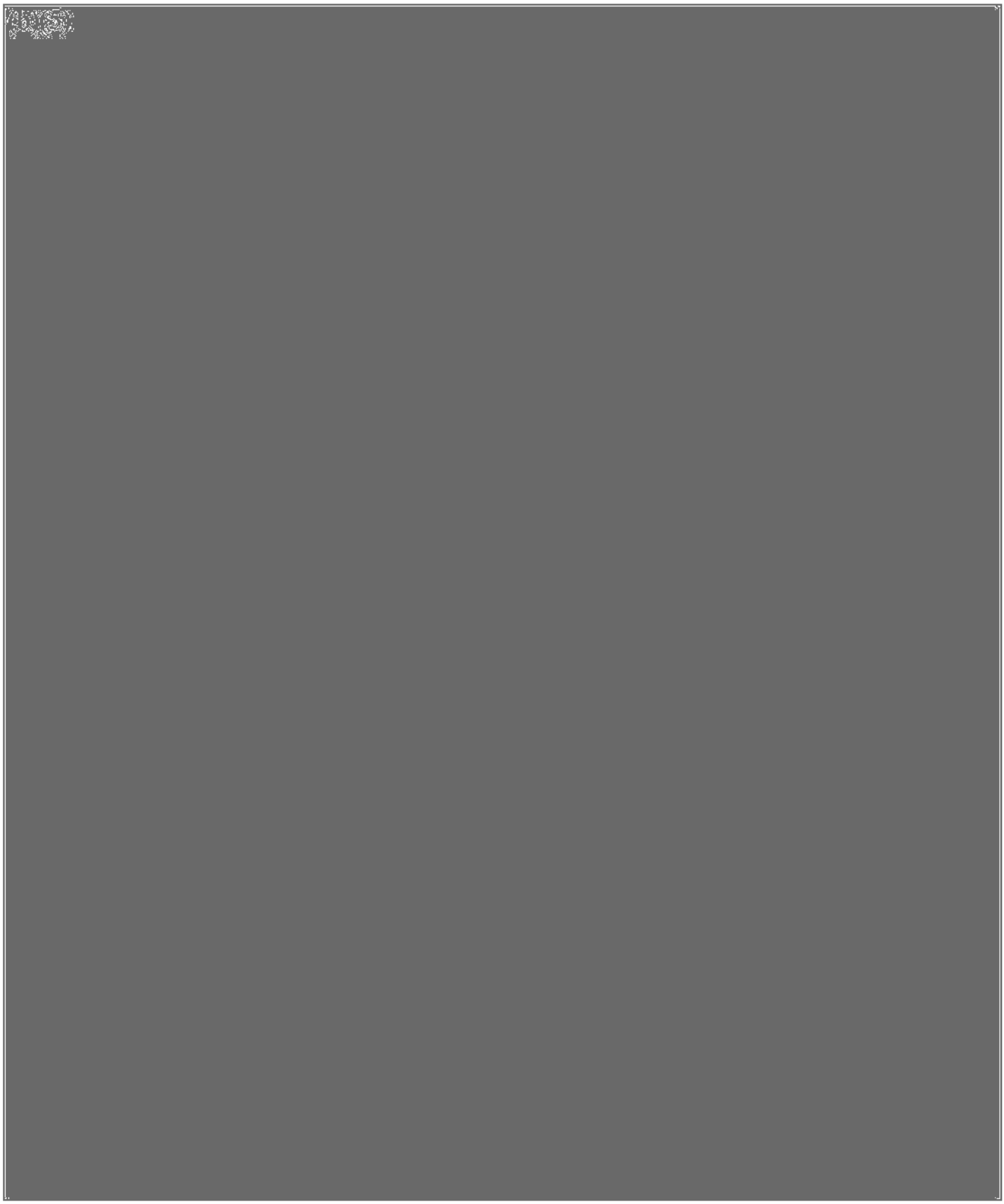
From: Ashton Carter
To: SD - SecDef PSO
Subject: Fwd: TPs for 1230 (b)(6)
Date: Saturday, July 18, 2015 12:14:14 PM
Attachments: (b)(6)
ATT00001.htm

Sent from my iPhone

Begin forwarded message:

From: "Lewis, Ronald LTG SD" (b)(6)
Date: July 18, 2015 at 11:49:30 AM EDT
To: 'Ashton Carter' (b)(6)
Cc: SecDef (b)(6) Ron Lewis (b)(6)
Subject: TPs for 1230 (b)(6)

(b)(6)



From: (b)(6)
To: Lewis, Ronald LTG SD; (b)(6)
Subject: Re: My blackberry is apparently in the office charger...so call should be on cell
Date: Saturday, July 18, 2015 12:02:32 PM

I have not seen it.

----- Original Message -----
From: Lewis, Ronald LTG SD
Sent: Saturday, July 18, 2015 11:46 AM
To: (b)(6)
Subject: RE: My blackberry is apparently in the office charger...so call should be on cell

Check with (b)(6) and (b)(6) please.

-----Original Message-----
From: (b)(6)
Sent: Saturday, July 18, 2015 11:38 AM
To: Lewis, Ronald LTG SD; (b)(6)
Subject: Re: My blackberry is apparently in the office charger...so call should be on cell

No sir, unless it maybe fell out in the limo?
V/r
(b)(6)

----- Original Message -----
From: Lewis, Ronald LTG SD
Sent: Saturday, July 18, 2015 11:24 AM
To: (b)(6)
Subject: FW: My blackberry is apparently in the office charger...so call should be on cell

Guys,
I'm in the office right now. I see an empty Blackberry charger cable and an empty iPhone charger cable on the right side of his desk. Any other thoughts?
Thanks much

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Saturday, July 18, 2015 10:07 AM
To: Rosenbach, Eric HON SD; Ron Lewis; SecDef (b)(6)
Subject: My blackberry is apparently in the office charger...so call should be on cell

Sent from my iPhone

From:	Lewis, Ronald LTG SD
To:	"Ashton Carter"
Cc:	Rosenbach, Eric HON SD; Ron Lewis; SecDef (b)(6)
Subject:	RE: Give me short points on nipr
Date:	Saturday, July 18, 2015 10:05:01 AM

---

copy

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Saturday, July 18, 2015 10:02 AM
To: Lewis, Ronald LTG SD
Cc: Rosenbach, Eric HON SD; Ron Lewis; SecDef (b)(6)
Subject: Re: Give me short points on nipr

Just enough to echo your call w his office

Sent from my iPad

> On Jul 18, 2015, at 10:01 AM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> Will do
>
> -----Original Message-----
> From: Ashton Carter (b)(6)
> Sent: Saturday, July 18, 2015 9:46 AM
> To: Rosenbach, Eric HON SD; Ron Lewis; SecDef (b)(6)
> Subject: Give me short points on nipr
>
>
>
> Sent from my iPhone

From: Lewis, Ronald LTG SD
To: SecDef (b)(6)
Cc: "Ashton Carter"; Rosenbach, Eric HON SD
Subject: FW: Governor of Oklahoma Executive Order (UNCLASSIFIED)
Date: Saturday, July 18, 2015 8:35:37 AM

SD, FYSA on arming OK National Guard in response to recent attack.
Vr
Ron

-----Original Message-----
From: Grass, Frank J GEN USARMY NG NGB (US) (b)(6)
Sent: Friday, July 17, 2015 9:35 PM

Subject: Governor of Oklahoma Executive Order (UNCLASSIFIED)

Chairman, Sandy, Ray, Mark,

In response to the attacks on military personnel in Tennessee, tonight, Governor Fallin of Oklahoma has issued an Executive Order that will allow the Adjutant General of Oklahoma to arm certain full-time National Guard Title 32 military personnel. Below is the language from the Executive Order and the Governor's press release.

(b)(5)

Our Public Affairs Officer is in contact with the OK PAO and will keep the DoD PAO community updated. The OK PAO informed us that NBC Nightly News has already run the story so I expect the interest to be high. We will refer all Press inquiries to the OK PAO and Governor's PAO.

Let me know if you need further information,

fjg

EXECUTIVE DEPARTMENT
EXECUTIVE ORDER 2015-35
Yesterday in Chattanooga, Tennessee, a terrorist opened fire on a military recruiting center and a Navy Operational Support Center and Marine Corps Reserve Center. Four Marines were murdered by this depraved and cowardly killer. Unfortunately, this kind of targeted, violent attack against our military personnel is becoming increasingly common; there have been at least eight major assaults on military sites since 2009. We must take every action to ensure that our servicemen and women are appropriately protected from potential assailants.

Accordingly, I, Mary Fallin, Governor of the State of Oklahoma, by the authority vested in me pursuant to Sections 2 and 6 of Article VI of the Oklahoma Constitution, hereby authorize the State Adjutant General to arm certain full-time personnel in military installations throughout Oklahoma with weaponry as he deems necessary to adequately provide for the security of the facilities and their occupants. Such installations shall include, but not be limited to, military recruiting offices.

This Executive Order shall be distributed to the State Adjutant General, who shall cause the provisions of this Order to be implemented.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Oklahoma to be affixed at Oklahoma City, Oklahoma, this 17th day of July, 2015.

BY THE GOVERNOR OF THE STATE OF OKLAHOMA, MARY FALLIN

Classification: UNCLASSIFIED
Caveats: NONE

From:	Lewis, Ronald LTG SD
To:	SecDef (b)(6)
Cc:	"Ashton Carter"; Rosenbach, Eric HON SD; (b)(6)
Subject:	FW: CJCS LIMDIS (LEADERSHIP) CCIR - GEN-14 - 180500 EDT JUL 15 (UPDATE 3) - MARINE WATCH REPORTED AN ACTIVE SHOOTER INCIDENT INVOLVING ACTIVE DUTY PERSONNEL FOR TWO LOCATIONS IN CHATTANOOGA, TENNESSEE
Date:	Saturday, July 18, 2015 8:32:04 AM

Sir,
Unfortunately the wounded sailor passed away.
Vr
Ron

Chairman and Vice-Chairman,

UPDATE 3

1st Incident

- No update.

2nd Incident

- Navy Watch confirmed the male Petty Officer passed away at 0217 EDT on 18 Jul.

- His family was bedside at the time of his death.

UPDATE 2

1st Incident

- The wounded Marine has been treated and released from a local hospital.

2nd Incident

- NOK notification is complete for all the deceased Marines.

- Navy Region South East also reports that a male Petty Officer was seriously wounded during the shooting. His family is bedside and the family has been assigned a courtesy Casualty Assistance Calls Officer (CACO).

- All personnel have been accounted for.

UPDATE 1

1st Incident

- No update.

2nd Incident

- NORTHCOM confirms that four Marines were killed.

- Additionally, NORTHCOM confirms that the shooter was killed and one police officer wounded.

ORIGINAL

- 1st Incident: At approximately 1050 EDT, an unknown individual fired 25 to 30 shots into a Marine Corps recruiting station wounding one Marine in the leg. All personnel escaped out of the back of the building and the wounded Marine is being treated at a local hospital. All personnel are accounted for at this recruiting station. NOK is in progress.

- 2nd Incident: At approximately 1130 EDT, an unknown individual shot multiple rounds toward the Naval Reserves Center located seven miles away from the first incident. No personnel were reported wounded but three Marines still remain unaccounted for.

- At this time it is unknown if the same shooter carried out both attacks.

- Updates will be fourth coming as more facts are reported.

- Media attention has occurred.

TRIGGER - GEN-14: Incident involving US personnel that will likely generate immediate media attention and/or international concern.

Very Respectfully,

(b)(6)

(b)(6)
J5 Policy Desk/Deputy Battle Captain (OT-1)
National Joint Operations Intelligence Center (NJOIC)
(b)(6)

CLASSIFICATION: UNCLASSIFIED/~~FOR OFFICIAL USE ONLY~~

From: Rosenbach, Eric HON SD
To: (b)(6) Ashton Carter
Subject: RE: Hiyatollah! | The Economist
Date: Friday, July 17, 2015 1:42:19 PM

Good article!

-----Original Message-----
From: (b)(6)
Sent: Friday, July 17, 2015 10:35 AM
To: Ashton Carter; Rosenbach, Eric HON SD
Subject: Hiyatollah! | The Economist

http://www.economist.com/news/leaders/21657803-nuclear-deal-iran-better-alternativeswar-or-no-deal-all-hiyatollah

Sent from my iPhone

From: (b)(6)
To:
Cc: Lewis, Ronald LTG SD
Subject: Fw: Fiesta - Update on Ms. Wormuth (b)(6)
Date: Thursday, July 16, 2015 6:01:40 PM

FYI---

----- Original Message -----
From: (b)(6)
Sent: Thursday, July 16, 2015 05:50 PM
To: (b)(6)
Cc:
Subject: Fiesta - Update on Ms. Wormuth (b)(6)
(b)(6)

I'm quite sorry to say that Ms. Wormuth and (b)(6) will not be able to attend the dinner tonight after all. (b)(6) Please convey her regrets to the Secretary and others; she will send a note to ADM Winnefeld personally.

Thanks
(b)(6)
(b)(6)
Confidential Assistant to the
Under Secretary of Defense for Policy
(b)(6)
Program Analyst, Delta Resources, Inc

From: Ashton Carter
To: [redacted]
Subject: Re: Late today
Date: Thursday, July 16, 2015 8:05:59 AM

Tnx [redacted]

Sent from my iPhone

> On Jul 16, 2015, at 7:28 AM, Park, [redacted] wrote:
> [redacted]
>
> I will be working through the dinner tonight and will provide you with an updated RAH and event rundown later today.

(b)(6)

From: Ashton Carter
To: Lewis, Ronald LTG SD
Cc: SecDef [redacted] Rosenbach, Eric HON SD; Hedger, Stephen C SES OSD OASD LA (US)
Subject: Re: Phone calls tomorrow
Date: Tuesday, July 14, 2015 7:18:11 PM

Yup no prob

Sent from my iPhone

On Jul 14, 2015, at 7:00 PM, Lewis, Ronald LTG SD (b)(6) wrote:

SD
(b)(6) was able to coordinate the two calls for tomorrow morning. SEN McCain at 0830 and REP Thornberry at 0945. We have you leaving the residence (b)(5) if that works for you.
Vr
Ron

From:	Ashton Carter
To:	Rosenbach, Eric HON SD
Cc:	SecDef25; Lewis, Ronald LTG SD
Subject:	Re: Deal
Date:	Monday, July 13, 2015 9:01:37 PM

Rgr tnx e

Sent from my iPhone

> On Jul 13, 2015, at 8:36 PM, Rosenbach, Eric HON SD [redacted] wrote:
>
> Sir:



> Eric
>
> Eric Rosenbach
> DoD CoS



From: Lewis, Ronald LTG SD
To: SecDef25; "Ashton Carter"
Cc: Rosenbach, Eric HON SD
Subject: FW: For PCAST dinner tonight
Date: Monday, July 13, 2015 5:57:13 PM

Sir,
Heads up from [redacted] for tonight's PCAST dinner. He wants you to be ready for a potential encryption conversation.
Vr
Ron

-----Original Message-----
From: [redacted]
Sent: Monday, July 13, 2015 5:11 PM
To: Rosenbach, Eric HON SD; Woog, Carlin R (Carl) SES OSD PA (US); Lewis, Ronald LTG SD
Subject: For PCAST dinner tonight

[redacted]

From: [redacted]
Sent: [redacted] 12:55 PM
To: 'Rosenbach, Eric HON SD' [redacted] Woog, Carlin R (Carl) SES OSD PA (US) [redacted] Lewis, Ronald LTG SD [redacted]
Subject: Feedback from Sun Valley post leaving

[redacted]



From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Not urgent
Date: Thursday, September 24, 2015 10:07:57 AM

> From: (b)(6)
> Subject: Re: Not urgent
> Date: Sun, 3 May 2015 10:19:52 -0400
> To: (b)(6)
> CC: (b)(6) SecDef (b)(6)
>
> Ok. Let's see it Monday
>
> Sent from my iPhone
>
> > On May 2, 2015, at 11:15 PM (b)(6) wrote:
> >
> > Sir. I have a binder ready for you. Just needs to go through Mr. Fanning and I hope to have it in your bag Monday night. Format will be slightly different and more efficient. I will walk you through it before I send it home.
> >
> > (b)(6)
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Saturday, May 02, 2015 05:31 PM
> > To: (b)(6)
> > Cc: Lewis, Ronald MG SD; SecDef (b)(6)
> > Subject: Not urgent
> >
(b)(6) > - I'm looking at my sched and realize I'm not getting an invite book like I used to in DSD office. So I have no idea what I've been invited to or why I've accepted some. Can u and Ron confer and give me your advice on how to handle calendar? Tnx. Ash
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: uniform
Date: Thursday, September 24, 2015 10:07:16 AM

> Subject: uniform
> From: (b)(6)
> Date: Sun, 26 Apr 2015 15:57:14 -0400
> To: (b)(6)
>
(b)(5)

>
> Sent from my iPad

From: Ashton Carter
To: SecDe (b)(6)
Subject: FW: Re Rework America -- there is something ...
Date: Thursday, September 24, 2015 10:06:31 AM

> Subject: Re: Re Rework America -- there is something ...
> From: (b)(6)
> Date: Sun, 26 Apr 2015 16:06:08 -0400
> To: (b)(6)
>
> Sorry to miss you brother. So near! I felt like moving back into my office there and never going back east! Give Condi my best. I will intro marilyn and zoe. Ash
>
> Sent from my iPad
>
> > On Apr 22, 2015, at 10:40 PM, "Philip Zelikow" (b)(6) > wrote:
> >
> > Got it. Unfortunately no more tix available for your address tomorrow, even for Stanford faculty. But that's a good sign. And I can watch it online.
> >
> > pz
> >
> > From: (b)(6)
> > Date: Wednesday, April 22, 2015 at 5:36 PM
> > To: Phili Zelikow (b)(6)
> > Subject: Re: Re Rework America -- there is something ...
> >
> > Hi brother -- in the air enroute. Hope to see you tmrw. Will do intro of Zoe to Marilyn. Ash
> >
> > Sent from my iPhone
> >
> > On Apr 22, 2015, at 3:57 PM, Philip Zelikow
(b)(6) >> wrote:
> > Ash,
> > Welcome to northern California again, if you've arrived!
> > On the topic of what can be done for 'Rework America' — it sure would be nice to get an intro for Zoe et al to meet Marilynn Hewson of Lockheed Martin.
> > a) We would like to invite Marilynn to speak at the June 16 book launch.
> > b)
(b)(5)
> > All of what we are doing will be open source and publicly available.
> > I hope you are well. I look forward to our next discussion of defense issues (or the economy!).
> > all the best,
> > pz
> >

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Marilyn Hewson of Lockheed Martin and Zoe Baird of Markle
Date: Thursday, September 24, 2015 10:06:19 AM

> Subject: Marilyn Hewson of Lockheed Martin and Zoe Baird of Markle
> From: (b)(6)
> Date: Sun, 26 Apr 2015 16:17:52 -0400
> CC: secdef (b)(6)
> To: (b)(6)
>
> E -- please obtain email address of marilyn, and julie can give you zoe's. Message as follows, (b)(5)
(b)(5)
>
> Dear Marilyn --
> [cc Zoe Baird]
(b)(5)

(b)(5) Ash
>
> Sent from my iPad

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Thanks
Date: Thursday, September 24, 2015 10:04:26 AM

> From: (b)(6)
> Subject: Thanks
> Date: Mon, 27 Apr 2015 19:42:11 -0400
> To: (b)(6)
>
> For thinking ahead. Appreciate it. Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: John Steinbruner
Date: Thursday, September 24, 2015 10:02:51 AM

> From: (b)(6)
> Subject: Re: John Steinbruner
> Date: Tue, 28 Apr 2015 18:27:01 -0400
> To: (b)(6)
>
> He was a friend and coauthor
>
> Sent from my iPhone
>
> > On Apr 28, 2015, at 6:20 PM, Fanning, Eric HON SD (b)(6) wrote:
> >
> > Boss - (b)(5)
> >
> > -----Original Message-----
> > From: Ashton Carter (b)(6)
> > Sent: Tuesday, April 28, 2015 6:01 PM
> > To: Fanning, Eric HON SD
> > Subject: Fwd: John Steinbruner
> >
> > (b)(5)
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> >
> >
> > From: "Spindler, J. Andrew" (b)(6)
> > Date: April 28, 2015 at 5:45:53 PM EDT
> > To: (b)(6)
> > Subject: John Steinbruner
> >
> >
> >
> > Dear Secretary Carter,
> >
> >
> >
> > I am writing as a longstanding friend of John Steinbruner to ask for your help in obtaining public coverage of his death, particularly in The New York Times. John's legacy, as you know, is tremendous, and there should be an appropriate record for posterity of his influence and accomplishments. The glowing tribute on the Brookings website, among many others, and the comprehensive obituary in this past Sunday's Washington Post are valuable testaments to John's life. An obituary in The New York Times would be a valuable addition to the historical record.
> >
> >
> >
> > I know from John Thornton, Chairman of the Brookings Board and also a member of my Board (as was John), that the Brookings public relations office has urged both The Times and The Post to run appropriate stories. Both Carnegie Corporation of New York and the not-for-profit organization I head,

FSVC, have placed paid tributes to John in The Times. I understand that the University of Maryland is also planning a public memorial event for John in mid-May. Would you be able to offer support from the Department of Defense for an obituary in The Times? The editors at The Times would take very seriously your view on this matter, and it would weigh on top of the views that Brookings and others have already expressed.
> >
> >
> >
> > Thank you very much.
> >
> >
> >
> > Sincerely yours,
> >
> >
> >
> > Andy
> >
> >
> >
> > _____
> >
> > J. Andrew Spindler
> >
> > President and CEO
> >
> > Financial Services Volunteer Corps
> >
> > 10 East 53rd Street, 36th Floor
> >
> > New York, New York 10022
> >
> > U.S.A.
> >
> > [redacted]
> >
> >
> >
> >
> >
> >
> >
> >
> >
> >

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: agenda for tonight
Date: Thursday, September 24, 2015 10:02:11 AM

From: (b)(6)
Subject: Re: agenda for tonight
Date: Tue, 28 Apr 2015 19:09:12 -0400
To: (b)(6)

Awesome tnx

Sent from my iPhone

On Apr 28, 2015, at 7:04 PM, (b)(6) wrote:

We have successfully passed that your new arrival will likely be at 7:45 and they confirmed that it was okay.

From: Ashton Carter (b)(6)
Sent: Tuesday, April 28, 2015 06:55 PM
To: (b)(6)
Subject: Re: agenda for tonight

(b)(6)
It is (b)(6)
Don't sweat it.
(b)(5) [redacted]
Go home!
Thanks!

Sent from my iPhone

On Apr 28, 2015, at 6:50 PM, (b)(6) wrote:

The receiving line also includes press and a large reception before the start of the dinner.

I am reaching out to our advance officer for additional information. But a State Dinner does involve a lot of standing and socializing in the beginning.

From: Ashton Carter (b)(6)
Sent: Tuesday, April 28, 2015 06:33 PM
To: (b)(6)
Subject: Re: agenda for tonight

So why arrive at 710? That's a lot of standing around

Sent from my iPhone

On Apr 28, 2015, at 6:30 PM, (b)(6) wrote:

You just go through the line.

Tracking down table info.

From: Ashton Carter (b)(6)
Sent: Tuesday, April 28, 2015 06:24 PM
To: (b)(6)
Subject: Re: agenda for tonight

Do you know who is at our table? Does that mean we are part of receiving line or go through it?

Sent from my iPhone

On Apr 28, 2015, at 6:11 PM, (b)(6) wrote:

1910 -- YOU and Mrs. Carter arrive to the White House.

1925-2025-- YOU and Mrs. Carter participate in a Photo Receiving Line with President Obama and Prime Minister Abe.

2035-2155 -- YOU and Mrs. Carter are seated for the Official State Dinner.

2210-2230 -- Entertainment is provided in the State Dining Room.

2245 -- YOU and other members of the Cabinet depart the White House.

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Vice
Date: Thursday, September 24, 2015 10:01:44 AM

> From: (b)(6)
> Subject: Vice
> Date: Wed, 22 Apr 2015 18:20:08 -0700
> To: (b)(6)
>
> Ron -- when/if you can, get transcript of what I said to them re gtmo. Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Making Waves: Aiding India's Next-Generation Aircraft Carrier
Date: Thursday, September 24, 2015 10:01:11 AM

From: (b)(6)
Subject: Fwd: Making Waves: Aiding India's Next-Generation Aircraft Carrier
Date: Thu, 23 Apr 2015 07:57:16 -0700
To: (b)(6)

Op

Sent from my iPhone

Begin forwarded message:

From: (b)(6) (b)(6)
Date: April 23, 2015 at 7:43:30 AM PDT
To: (b)(6) (b)(6)
Subject: Making Waves: Aiding India's Next-Generation Aircraft Carrier

Dear Colleagues,

Carnegie has just published my paper on the prospective U.S.-Indian joint development of India's next generation aircraft carrier. The PDF can be found at: http://carnegieendowment.org/files/making_waves.pdf.

Regards, (b)(6)

(b)(6)
Senior Associate
Carnegie Endowment for International Peace
(b)(6)

The Global Think Tank | CarnegieEndowment.org <http://CarnegieEndowment.org>

From: Ashton Carter
To: SecDef [redacted]
Subject: FW: Your Drell Lecture
Date: Thursday, September 24, 2015 10:00:55 AM

> From: [redacted]
> Subject: Re: Your Drell Lecture
> Date: Thu, 23 Apr 2015 21:04:11 -0700
> To: [redacted]
>
> Thanks brother. I'm working hard but enjoying it. Wouldn't be here without you. Ash
>
> Sent from my iPhone
>
> > On Apr 23, 2015, at 5:07 PM, Michael Bayer [redacted] wrote:
> >
> > Dear Ash This speech makes us all so very proud, it is so emblematic of thew breadth of your vision for our Department. We are so fortunate to have you at the helm
> >
> > --
> > Michael J. Bayer
> > President
> > DUMBARTON STRATEGIES
> >
> > 3130 DUMBARTON ST NW, GEORGETOWN, DC 20007
> > [redacted]
> >
> > --
> > Michael J. Bayer
> > President
> > DUMBARTON STRATEGIES
> >
> > 3130 DUMBARTON ST NW, GEORGETOWN, DC 20007
> [redacted]

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: visit
Date: Thursday, September 24, 2015 10:00:33 AM

From: (b)(6)
Subject: Fwd: visit
Date: Thu, 23 Apr 2015 21:24:40 -0700
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: Marc Andreessen (b)(6)
> Date: April 23, 2015 at 9:19:34 PM PDT
> To: Ashton Carter (b)(6)
> Subject: visit
>
> Ash -- I apologize for the fact I will miss you tomorrow -- (b)(6) is looking forward to seeing you in the morning and I'll follow up after to make sure we are doing everything we can to help with your new initiatives.
>
> Marc
>
> --
>
> Marc Andreessen
> (b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Slide tues and thurs home
Date: Thursday, September 24, 2015 9:59:13 AM

> From: (b)(6)
> Subject: Slide tues and thurs home
> Date: Fri, 24 Apr 2015 18:42:20 -0400
> To: (b)(6)
>
> Departures to 830. Tnx
>
> Sent from my iPhone

From: Lewis, Ronald MG SD
To: [redacted]
Cc: SecDef [redacted]
Subject: Re: [redacted]
Date: Sunday, April 26, 2015 1:45:18 PM

Tracking. Call with [redacted] set for 1500 today. You ok with materials delivered for the call?
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter <[redacted]
Date: April 26, 2015, 11:25 AM EDT
To: Lewis, Ronald MG SD <[redacted]>
CC: SecDef25 <[redacted]>
Subject: Re: [redacted]

[redacted] Do you mean 1700 tmrw? [redacted]

Sent from my iPhone

> On Apr 26, 2015, at 10:31 AM, Lewis, Ronald MG SD <[redacted]> wrote:
>
> [redacted]
>
> Vr
> Ron
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: Ashton Carter <[redacted]
> Date: April 26, 2015, 10:21 AM EDT
> To: Lewis, Ronald MG SD [redacted]>, SecDe[redacted]>
> Subject: [redacted]
>
> Ron -- [redacted] Ash
>
> Sent from my iPad

From: Ashton Carter
To: SecDe (b)(6)
Subject: FW: Cables
Date: Thursday, September 24, 2015 9:57:39 AM

> From: (b)(6)
> Subject: Cables
> Date: Sun, 19 Apr 2015 13:13:41 -0400
> To: (b)(6)
>
> My phone indicates a missed call from cables
>
> Sent from my iPhone

From:	Ashton Carter
To:	SecDef (b)(6)
Subject:	FW: Follow Up
Date:	Thursday, September 24, 2015 9:54:21 AM
Attachments:	Kirkus Review 4.14.15.docx ATT00001.htm

From: (b)(6)
Subject: Fwd: Follow Up
Date: Tue, 21 Apr 2015 07:15:41 -0400
To: (b)(6)

Plz print

Sent from my iPad

Begin forwarded message:

> From: Zoe Baird (b)(6)
> Date: April 20, 2015 at 1:30:19 PM EDT
> To: Ash Carter (b)(6)
> Subject: Follow Up
>
> Dear Ash,
>
> (b)(6) Thanks for everything around your Phoenix trip. It was great to go out there with you and to hear your speech.
>
> I write to follow up on our conversation about the book release event in NYC scheduled for June 16. I know you won't be available to attend, but if it is possible for you to do a short video talking about the importance of the issues, that would be a valuable opening for the event. Let me know if this works, and if so what more you need. I can send you a galley copy of the book, for example. I've attached the first review.
>
> All the best,
> Zoë

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: work email
Date: Thursday, September 24, 2015 8:50:06 AM

From: (b)(6)
Subject: Re: work email
Date: Tue, 24 Feb 2015 06:28:52 +0300
To: (b)(6)

Good. Here I am. There's no press enroute, right? Also, does Brent keep you in touch with all stories from the trip and you feed them to me, or what? Tnx

Sent from my iPhone

On Feb 24, 2015, at 6:25 AM, Eric Fanning (b)(6) wrote:

> Boss -- my work email is (b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: External hard drive
Date: Thursday, September 24, 2015 8:39:31 AM

Subject: Re: External hard drive
From: (b)(6)
Date: Tue, 17 Feb 2015 05:07:23 -0500
To: (b)(6)
CC:

will do

Sent from my iPad

On Feb 16, 2015, at 9:43 PM, (b)(6) wrote:

Sir,

My understanding is that (b)(6) had the red external hard drive and that you have the blue. At your convenience could you bring the blue one in for a day and we can get those old publications of yours downloaded on your new confidential assistant's computer so that they will have access to them for printing.

The office will also have access to the hard copies for copying but if they on the computer it's easier for them to search for the documents by subject or date.

(b)(6)

On Feb 16, 2015 8:06 PM, (b)(6) wrote:

Yes I actually have a copy already printed in your back room. I will give it to MG Lewis first thing in the morning.

On Feb 16, 2015 8:01 PM, "Ashton Carter" (b)(6) wrote:

Hi (b)(6) can u print my old article "satellites and antisatlies" tmrw morning sometime?

Tnx

Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: DAILY GUIDANCE AND PRESS SCHEDULE FOR TUESDAY, FEBRUARY 17, 2015
Date: Thursday, September 24, 2015 8:39:22 AM

Subject: Fwd: DAILY GUIDANCE AND PRESS SCHEDULE FOR TUESDAY, FEBRUARY 17, 2015
From: (b)(6)
Date: Tue, 17 Feb 2015 05:08:07 -0500
To: (b)(6)

Sent from my iPad

Begin forwarded message:

> From: (b)(6)
> Date: February 16, 2015 at 9:30:05 PM EST
> To: (b)(6)
> (b)(6)
> Subject: Fw: DAILY GUIDANCE AND PRESS SCHEDULE FOR TUESDAY, FEBRUARY 17, 2015
>
> HOW COOL IS THIS??!!
>
> From: (b)(6)
> Sent: Monday, February 16, 2015 09:24 PM
> To: (b)(6)
> Subject: DAILY GUIDANCE AND PRESS SCHEDULE FOR TUESDAY, FEBRUARY 17, 2015
>
> THE WHITE HOUSE
>
> Office of the Press Secretary
>
> FOR IMMEDIATE RELEASE
>
> February 16, 2015
>
> DAILY GUIDANCE AND PRESS SCHEDULE FOR
>
> TUESDAY, FEBRUARY 17, 2015

In the morning, the President and the Vice President will receive the Presidential Daily Briefing in the Oval Office. This meeting is closed press.

In the afternoon, the President will meet with Secretary of Defense Carter in the Oval Office. This meeting is closed press.

In-Town Travel Pool

Wires: AP, Reuters, Bloomberg

Wire Photos: AP, Reuters, AFP

TV Corr & Crew: FOX

Print: Tribune

Radio: FOX

EST

9:30AM In-Town Pool Call Time

10:00AM THE PRESIDENT and THE VICE PRESIDENT receive the Presidential Daily Briefing

Oval Office

Closed Press

3:15PM THE PRESIDENT meets with Secretary of Defense Carter

Oval Office

Closed Press

Briefing Schedule

12:30PM Press Briefing by Press Secretary Josh Earnest

#

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From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: DAILY GUIDANCE FOR THE VICE PRESIDENT
Date: Thursday, September 24, 2015 8:39:13 AM

Subject: Fwd: DAILY GUIDANCE FOR THE VICE PRESIDENT
From: (b)(6)
Date: Tue, 17 Feb 2015 05:08:18 -0500
To: (b)(6)

Sent from my iPad

Begin forwarded message:

From: (b)(6)
Date: February 16, 2015 at 9:34:34 PM EST
To: (b)(6)
(b)(6)
Subject: Fw: DAILY GUIDANCE FOR THE VICE PRESIDENT

And for your scrapbook...this too! See you in the morning!!

From: (b)(6)
Sent: Monday, February 16, 2015 09:32 PM
To: (b)(6)
Subject: DAILY GUIDANCE FOR THE VICE PRESIDENT

THE WHITE HOUSE

Office of the Vice President

FOR IMMEDIATE RELEASE

February 16, 2015

DAILY GUIDANCE FOR THE VICE PRESIDENT

Tuesday, February 17, 2015

In the morning, the Vice President will attend the Presidential Daily Briefing in the Oval Office.

At 11:00 AM, the Vice President will swear in Ash Carter as Secretary of Defense. This event in the Roosevelt Room will be pooled press.

At 12:15 PM, the Vice President will participate in a roundtable discussion with representatives from cities working to address the spread of violent extremism. The roundtable discussion is part of the White House Summit on Countering Violent Extremism. The Vice President's remarks at the top of this event will be pooled press.

Later in the afternoon, the Vice President will travel to the Baltimore, Maryland area.

At 3:30 PM, the Vice President and Senator Barbara Mikulski will visit the Maryland State Police Forensic Science Laboratory and deliver remarks on funding that will help to reduce rape kit backlogs, prevent future backlogs, and provide training and technical assistance for communities in need. The Vice President's remarks are open press.

Afterwards, the Vice President will return to Washington, DC.

#

Unsubscribe <http://messages.whitehouse.gov/accounts/USEOPWHPO/subscriber/new?preferences=true>

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From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Government shutdown
Date: Thursday, September 24, 2015 8:38:56 AM

> Subject: Re: Government shutdown
> From: (b)(6)
> Date: Tue, 17 Feb 2015 05:09:04 -0500
> To: (b)(6)
>
> ok
>
> Sent from my iPad
>
> > On Feb 16, 2015, at 10:21 PM, "Eric Fanning" (b)(6) wrote:
> >
> > Boss - OPM just closed government for tomorrow. Unless you object, I'm going to scrub the executive level two meeting. The services shut down completely on snow days.
> >
> >
> >

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Is all hands cnx?
Date: Thursday, September 24, 2015 8:38:25 AM

From: (b)(6)
Subject: Re: Is all hands cnx?
Date: Tue, 17 Feb 2015 07:36:35 -0500
To: (b)(6)
CC

Leaving arl

Sent from my iPhone

On Feb 17, 2015, at 7:36 AM, Ron (b)(6) wrote:

> Yes, it's cxl....along with service secs mtg cxl as well.
> You on track?
>
> Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone
>
> -------- Original message --------
> From: Ashton Carter
> Date:02/17/2015 07:10 (GMT-05:00)
> To: Eric Fanning , Ron Lewis
> Subject: Is all hands cnx?
>
> Sent from my iPhone

(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Congratulations!
Date: Thursday, September 24, 2015 8:37:14 AM
Attachments: [redacted] CV Govt.pdf
ATT00001.htm

From: (b)(6)
Date: Tue, 17 Feb 2015 18:50:08 -0500
Subject: Fwd: Congratulations!
To (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
To: (b)(6)
Subject: Re: Congratulations!

Hi Ash

Just wanted to put my name on your radar screen in the event that you are filling out a team to focus on your priorities of the next 2 years and perhaps beyond.

I know I wrote you before on this -- and I won't keep doing that! -- but I am interested in returning to government service to apply all my government and post-government experience to addressing national security challenges.

If you think I can be helpful, I'd be happy to speak with your staff. If everyone is in place where they need to be, that's great and I understand!

All best
(b)(6)

On Fri, Feb 13, 2015 at 8:37 PM, Ashton Carter (b)(6) wrote:

Thanks brother

Sent from my iPad

On Feb 12, 2015, at 3:54 PM, [redacted]

wrote:

Dear Ash

Congratulations on your confirmation! I am strongly re-assured about the direction of our defense and security policy with you at the helm.

All best

[redacted]

--

[redacted]



From: Ashton Carter
To: (b)(6)
Cc: SecDef (b)(6)
Subject: Fwd: Thank You
Date: Tuesday, September 22, 2015 2:19:58 PM

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: September 22, 2015 at 9:45:00 AM EDT
To: "Ashton B. Carter" (b)(6)
Subject: Thank You

Dr. Carter,

As I wake up every morning, say my prayers and thanking God for being awake, you and your family are always in my prayers, specially you, because you are dealing with our nation's issues and concerns however the power of God continues keeping you strong and giving you the guidance and wisdom you need, no day pass by that we are grateful for all you do and for taking the time to be around the ones they need you! Your actions speaks louder than words.

I got a note last night from one of your staff members saying that they may have tickets for us for tomorrow morning, just wanted to tell you thank you again for trying and thank you for reading my notes, it means the world to me and I appreciate it all you do!! I think the world of you and we are blessed to know you!!!

Thank you again for all you do!

Have a blessed day!

Hugs,

(b)(6)

"Warriors First"
Sent from my Sprint phone.

From: (b)(6)
To: Ashton Carter ; Rosenbach, Eric HON SD
Subject: FW: How should you tap into Silicon Valley ?
Date: Monday, September 21, 2015 3:10:41 PM

From: McKinsey & Company (b)(6)

Reply-To: "\"support\""
(b)(6)

Date: Monday, September 21, 2015 3:01 PM

To: (b)(6) Subject: How should you tap into Silicon Valley?

We suggest three approaches
<http://email.mckinsey.com/1ebfdfdb8layfousicapc5xyaaaaabzdistadie3tm4yaaaaa>
McKinsey and Company
<http://email.mckinsey.com/1234237f6layfousicapc5yaaaaaabzdistadie3tm4yaaaaa>
<http://www.mckinsey.com/assets/dotcom/newsletters/images/rule.gif> New from McKinsey Quarterly
<http://www.mckinsey.com/assets/dotcom/newsletters/images/rule.gif>
How should you tap into Silicon Valley?
<http://email.mckinsey.com/1c05603a2layfousicapc5yiaaaaabzdistadie3tm4yaaaaa>
How should you tap into Silicon Valley?
<http://email.mckinsey.com/13e1b591flayfousicapc5yqaaaaabzdistadie3tm4yaaaaa>
Not by sticking a toe in the water. Get your management team aligned and then commit. Here are three approaches.
<http://email.mckinsey.com/1dd0f6d4blayfousicapc5yyaaaaabzdistadie3tm4yaaaaa>
Read more about how companies can drive digital performance in our Raise your Digital Quotient
<http://email.mckinsey.com/1785586e3layfousicapc5zaaaaaabzdistadie3tm4yaaaaa>
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or Android
<http://email.mckinsey.com/18618dc5elayfousicapc5zyaaaaabzdistadie3tm4yaaaaa> .
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Twitter
<http://email.mckinsey.com/11098a1d7layfousicapc53iaaaaabzdistadie3tm4yaaaaa>

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<http://email.mckinsey.com/18da045aflayfor2ia3nli7yaaaaabzdistadie3tm4yaaaaa>

From: Lewis, Ronald LTG SD
To: "Ashton Carter"
Cc: SecDef (b)(6)
Subject: RE: Got msg
Date: Sunday, September 20, 2015 6:56:12 PM

---

roger

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Sunday, September 20, 2015 6:54 PM
To: Lewis, Ronald LTG SD
Cc: SecDef (b)(6)
Subject: Got msg

(b)(5) To discuss w you and e privately before decision

Sent from my iPhone

(b)(6)

From: Ashton Carter
To: Lewis, Ronald LTG SD
Cc: SecDef [redacted] Rosenbach, Eric HON SD
Subject: Re: catch up later today
Date: Sunday, September 20, 2015 9:30:38 AM

Go ahead and send it over

Sent from my iPhone

On Sep 20, 2015, at 7:46 AM, Lewis, Ronald LTG SD [redacted] wrote:

(b)(6)

Morning sir. Hope you and [redacted] had a good Saturday. Let me know when there is a good time to catch up today. Looks like our second class made it in last night. I'll send some specifics via the control room. Need to catch up with you on the product GEN Dempsey wrote and you read on Friday morning.

[redacted]

Vr
Ron

LTG Ron Lewis
SMA to SecDef
[redacted]

From: Rosenbach, Eric HON SD
To: (b)(6) Lewis, Ronald LTG SD
Cc: (b)(6) "SecDe (b)(6)
Subject: Re: Calendar
Date: Thursday, September 17, 2015 8:00:28 PM

Got it sir -
Eric Rosenbach
CoS
DoD
(b)(6)

----- Original Message -----
From: Ashton Carter [mailto (b)(6)
Sent: Thursday, September 17, 2015 07:52 PM
To: Lewis, Ronald LTG SD
Cc: Rosenbach, Eric HON SD; Ron Lewis (b)(6) SecDef (b)(6)
Subject: Re: Calendar

(b)(5)

Sent from my iPhone

> On Sep 17, 2015, at 7:18 PM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> Sir,
> It's on the calendar tentatively. Policy is working it through (b)(5) but nothing definitive yet. Not confident this will happen. We'll keep you informed.
> Vr
> Ron
>
> LTG Ron Lewis
> SMA to SecDef
> (b)(6)
>
>
> -----Original Message-----
> From: Ashton Carter [mailto (b)(6)
> Sent: Thursday, September 17, 2015 7:14 PM
> To: Rosenbach, Eric HON SD; Ron Lewis; SecDef (b)(6)
> Subject: Calendar

(b)(5) tmrw morn???? Assume this is (b)(6) mistake

> Sent from my iPhone

From: Lewis, Ronald LTG SD
To: "Ashton Carter"; Ron Lewis; SecDef
Subject: RE: From Sam
Date: Thursday, September 17, 2015 7:50:22 PM

I talked through this same conversation with Sam today.

Vr
Ron

LTG Ron Lewis
SMA to SecDef

-----Original Message-----
From: Ashton Carter [mailto:
Sent: Thursday, September 17, 2015 5:53 PM
To: Ron Lewis; SecDe
Subject: Fwd: From Sam

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: September 17, 2015 at 11:40:25 AM EDT
To: Ashton Carter (b)(6)
Subject: From Sam

V/R
Sam

From: Lewis, Ronald LTG SD
To: "Ashton Carter"; SecDef (b)(6)
Subject: Updates
Date: Thursday, September 17, 2015 10:51:44 AM

I talked to (b)(6) today. I'm working it. I have (b)(6) working the Pope visit.
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

From:	Lewis, Ronald LTG SD
To:	"Ashton Carter"; SecDef (b)(6
Cc:	Rosenbach, Eric HON SD
Subject:	FW: With Thanks
Date:	Wednesday, September 16, 2015 5:54:29 AM

SD FYSA
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: Karl W. Eikenberry (b)(6)
Sent: Tuesday, September 15, 2015 8:38 PM
To: Lewis, Ronald LTG SD
Subject: With Thanks

Dear General Lewis (Ron),

We would appreciate it if you could pass on the Secretary Carter that the Stanford Honors Program students' visit to the Pentagon this past Monday was the highlight of their very busy and productive ten days in the nations's capital.

(b)(6) Special Assistant to the Chairman, did a terrific job of organizing and overseeing an excellent schedule that offered the students powerful insights into the development of defense policy and strategy, and furthered their understanding of civilian-military relations.

Also - SECDEF Special Assistant (b)(6) and PO2 (b)(6) (Protocol) went above and beyond in contributing to a very productive day.

Last - our we are very grateful that Secretary Carter, in spite of his many commitments, was able to find time to personally invest in the future of some very promising young men and women.

Best,

Karl

Karl W. Eikenberry
Oksenberg-Rohlen Distinguished Fellow
Ambassador and Lieutenant General, U.S. Army, Retired Stanford University

From: Ashton Carter
To: Lewis, Ronald LTG SD
Cc: SecDef (b)(6)
Subject: Re:
Date: Tuesday, September 15, 2015 8:11:54 PM

Think we'll get (b)(5),(b hope (b)(6) follows up, knows time urgency

Sent from my iPad

On Sep 15, 2015, at 7:55 PM, Lewis, Ronald LTG SD (b)(6) wrote:

SD,
I'll pick up the (b)(6 Pope piece. Anything you need me to work/action (b)(5) (b)(5) ? I understand you have the AFA speech in your hands.
Talk to you in the morning
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

From: Ashton Carter
To: [redacted]
Subject: Re: Hello
Date: Tuesday, September 15, 2015 7:16:41 PM

I am! But sure even I have the power to pull this off

Sent from my iPhone

On Sep 15, 2015, at 12:59 PM, [redacted] wrote:

Beautiful place indeed.

(b)(6) I have a question for you, actually I didn't even want it to ask you. As you know we are Catholic, wondering if you would help me to take [redacted] to see the Pope.

The more I think about it don't want to send it by will regret it if I don't. Forgive me for the thousands things I ask you for.

Hugs,

[redacted]

Sent from my Sprint phone.

----- Reply message -----
From: "Ashton Carter" [redacted]
To: [redacted]
Subject: Hello
Date: Sun, Sep 13, 2015 2:17 PM

Enjoy! I'm jealous, I love the ocean

Sent from my iPhone

On Sep 12, 2015, at 1:34 PM, [redacted] wrote:

Dr. Carter,

I hope you are doing well.

Just wanted to say hello. [redacted] I am wondering if you have any update for me.

Always grateful for your assistance and hopefully we will see you soon. Miss you! Always in our prayers!

Lot's of love and hugs!

v/r

[redacted]

(b)(6)

"Warriors First"
Sent from my Sprint phone.

From: (b)(6)
To:
Subject: Re: Walk. Have more dox too
Date: Sunday, September 13, 2015 7:56:03 PM

Ok Sir. Thanks

V/r,

(b)(6)
Office of the Secretary of Defense
(b)(6)
Email: (b)(6)

----- Original Message -----
From: Ashton Carter [mailt (b)(6)
Sent: Sunday, September 13, 2015 07:54 PM
To: SD - SecDef PSO
Subject: Walk. Have more dox too

Sent from my iPhone

From: [redacted]
To:
Cc: Ashton Carter
Subject: Fwd: Your Reservation Confirmation for RIS
Date: Sunday, September 13, 2015 4:32:27 PM

For his dinner with Zoe Baird

Sent from my iPhone

Begin forwarded message:

> From: RIS Reservations <member_services@opentable.com>
> Date: September 13, 2015 at 4:31:31 PM EDT
> To: [redacted]
> Subject: Your Reservation Confirmation for RIS

OpenTable <http://www.opentable.com/>
Your reservation is confirmed for

RIS

Thanks for using OpenTable!

[redacted]

Table for 2 on Sunday, September 20, 2015 at 5:30 pm

[redacted]

Address

2275 L Street NW
Washington, DC 20037
Cross Street: 23rd
(202) 730-2500
Transportation & details » <http://www.opentable.com/ris?rn=0&cmpid=em_trigger_confirm_reg_restprofile>

From the restaurant

Thank you for choosing RIS. Please contact us if you should need to change your reservation. We look forward to serving you.

From OpenTable

Be sure to check in with the host when you arrive.
Upon dining, you will receive 100 OpenTable dining rewards points.

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Order flowers <http://www.opentable.com/flowers.aspx?re=yd6nvOz0%252fDcFSaLdldslCQ%253d%253d&fn=Stephanie&ln=Carter&ATT=flower&cmpid=flower_conf> (service provided by Flowerpetal.com): Looking to enhance your experience by having flowers waiting at the restaurant? Order flowers for your dining occasion.

Book a limo <http://www.opentable.com/limo.aspx?re=yd6nvOz0%252fDcFSaLdldslCQ%253d%253d&cmpid=limo_conf> (service provided by Limos.com): Arrive in Style the easy way at affordable prices.

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55f5dd22988331a628ba179c

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From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: SecDef (b)(6)
Subject: Re: DCMO to Level II
Date: Sunday, September 13, 2015 3:03:29 PM

Ok, let's discuss tmrw

Sent from my iPhone

On Sep 13, 2015, at 3:02 PM, Rosenbach, Eric HON SD [redacted] wrote:

(b)(5)

Sir:
Michael and I missed each other on calls a couple times this week. [redacted] ndaa last year required we study that [redacted]
Best, Eric

Eric Rosenbach
CoS
DoD
[redacted]

From: Ashton Carter [redacted]
Sent: Sunday, September 13, 2015 01:41 PM
To: Rosenbach, Eric HON SD
Cc: SecDe [redacted]
Subject: Fwd: DCMO to Level II

Still awaiting response

Sent from my iPhone

Begin forwarded message:

From: Michael Bayer [redacted]
Date: September 8, 2015 at 6:41:29 AM EDT
To: Ashton Carter [redacted]
Subject: Re: DCMO to Level II

[redacted]

--
Michael J. Bayer
President
DUMBARTON STRATEGIES

3130 DUMBARTON ST NW, GEORGETOWN, DC 20007

[redacted]

On Sep 8, 2015, at 6:20 AM, Ashton Carter [redacted] wrote:

[redacted]

Sent from my iPad

On Sep 8, 2015, at 5:18 AM, Michael Bayer [redacted] wrote:

Ash: The DBB has been asked to study the proposed elevation of the DCMO; [redacted]

--

Michael J. Bayer

President

DUMBARTON STRATEGIES

3130 DUMBARTON ST NW, GEORGETOWN, DC 20007

[redacted]



From: (b)(6)
To:
Subject: Re: I have some more docs to scan. Plz come down
Date: Sunday, September 13, 2015 1:41:17 PM

On my way Sir.

V/r,

(b)(6)
Office of the Secretary of Defense
Cell: (b)(6)
Email: (b)(6)

----- Original Message -----
From: Ashton Carter [mailto:(b)(6)
Sent: Sunday, September 13, 2015 01:40 PM
To: SD - SecDef PSO
Cc: SecDef (b)(6)
Subject: I have some more docs to scan. Plz come down

Sent from my iPhone

From: [redacted]
To:
Cc: Rosenbach, Eric HON SD; SecDef25; Ashton Carter; Lewis, Ronald LTG SD; [redacted]
Subject: SD REGRETS : Wed., September 16
Date: Friday, September 11, 2015 3:53:13 PM

[redacted]

Unfortunately, Secretary Carter's calendar is completely full next Wednesday with multiple events outside of the building. Please let us know when you are in town next and we will make every effort to get you on the calendar.

Have a wonderful weekend.

Best,

[redacted]

-----Original Message-----
From: [redacted]
Sent: Friday, September 11, 2015 11:56 AM
To: Ashton Carter
Cc: Rosenbach, Eric HON SD; [redacted] SecDef25
Subject: Wed., September 16

Good statement on 9/11. A Carter theme: relentless pursuit wherever to bring those who attack us to justice.

Can be in DC on Wednesday (September 16) if we can arrange a meeting. Otherwise will skip the other commitments to deal with crush at the beginning of term.

Keep up the good work.

[redacted]

From: [redacted]
To: [redacted] Lewis, Ronald LTG SD; Rosenbach, Eric HON SD; [redacted]
Cc:
Subject: YOUR URGENT HELP TODAY - FW: SD regret: Yale Washington CEO Caucus - [redacted]
Date: Friday, September 11, 2015 12:02:36 PM

Dear [redacted]

I know that this day, 9-11, is a sacred day for all Americans in general and especially at the Pentagon, thus I use the term "urgent" with reluctance.

We completely understand the fluid, urgent, pressures on Secretary Carter's schedule forcing this cancellation (as, of course, sadly also happened back in June). We are delighted and honored that he and you are still hoping to make his visit in December in NYC work.

[redacted] We are told by his scheduler, [redacted] that he is hoping to join us this Tuesday afternoon at 3:30pm – filling in for Secretary Carter – but they are juggling various commitments.

(b)(6) Could we impose on you folks to call over there- ideally directly from Secretary Carter to [redacted] endorsing the value of our events encouraging this as worthy of his time. If Secretary Carter could not make the call, we'd be most grateful is you and/or General Lewis (Hi Ron) would call over to [redacted] in [redacted] office.

Among those joining us Tuesday (hoping ...ugh....to see Secretary Carter) are the CEOs of: Boeing; Verizon; JP Morgan Chase; Blackstone; Bank of America; NTELX; Freeport McMoran; Knidred Healtcare; AECOM; United Technologies; Kiewit Corporation; Snap-on; RR Donnelly; ADP; EY; JP Penney; and Burlington Northern.

Thanks so much for considering this timely imposition!

Best wishes,

[redacted]

[redacted]

[redacted]

Yale School of Management

P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511

[redacted]

Begin forwarded message:

From: [redacted]

Subject: SD regret: Yale Washington CEO Caucus - [redacted]

Date: August 31, 2015 at 10:24:03 AM EDT

To: [redacted]

Cc: [redacted] "Lewis, Ronald LTG SD" [redacted] "Rosenbach, Eric HON SD" <[redacted]

[redacted]

Unfortunately, Secretary Carter's calendar will no longer accommodate a stop-bye at the 15 September Yale CEO Caucus. Please pass Secretary Carter's regrets to [redacted] The Secretary looks forward to their engagement in December.

Best,

[redacted]

[redacted]

Confidential and Personal Asst. to the Secretary of Defense

[redacted]

-----Original Message-----
From: (b)(6)
Sent: Monday, July 06, 2015 12:32 PM
To: (b)(6)
Cc:
Subject: Yale Washington CEO Caucus (b)(6)

Ash,

With fond admiration for your constructive leadership contributions, I invite you to a timely, non-partisan, non-ideological, non-commercial, cross-sector, high level, off-the-record event:

Yale Washington CEO Caucus
Tuesday, September 15, 2015 --- 101 Constitution NW --- 3:30 - 6:1Sp In Whom Do We Trust: Politics, Policies, and People

Recent Yale Washington CEO Caucuses have featured intimate collegial discussions free of any formal speeches with such opinion leaders as: Senate Majority Leader Mitch McConnell; Senator John McCain; Senator Mike Bennet; Senator Christopher Coons; Senator Joe Manchin; Senator Christopher Murphy; Senator Bill Nelson; Senator Chuck Schumer; Congresswoman Donna Edwards; Congresswoman Elizabeth Esty; Secretary of Defense Ash Carter; Secretary of Health and Human Services Sylvia Mathews Burwell; Secretary of Transportation Anthony Foxx; former Secretary of Labor Elaine Chao; former Deputy Secretary of State and Director of National Intelligence John Negroponte; former Under Secretary of State Bob Hormats; Senior US Court of Appeals Judge Douglas Ginsburg; Governor Ed Rendell; and Grover Norquist of Americans for Tax Reform. Among corporate leaders who have participated are: Richard Adkerson of Freeport-McMoRan; Lloyd Blankfein of Goldman Sachs; Dave Cote of Honeywell; Jamie Dimon of JP Morgan Chase; Michael Dell of Dell; Randall Stephenson of ATT; Lowell McAdam of Verizon; Hank Greenberg of CV Starr; Steve Schwarzman of Blackstone; Steve Kandarian of MetLife; Andrew Liveris of Dow; Lynn Tilton of Patriarch Partners; Jim McNerney of Boeing; Denise Morrison of Campbell's; Brian Moynihan of Bank of America; Indra Nooyi of PepsiCo; Scott Davis and Dave Abney of UPS; Ed Rust of State Farm; Mike Ullman of JC Penney; George Barrett of Cardinal Health; Jim Hughes of First Solar; John Lundgren of Stanley Black & Decker; Steve Case of Revolution; Mike Lamach of Ingersoll Rand; Gerardo Lopez of AMC Entertainment; Steve Miller of AIG; Mike Petters of Huntington Ingalls; Nick Pinchuk of Snap-On; Tom Quinlan of RR Donnelley; and Mark Weinberger of EY.

Our partners, CNBC, Edelman, EY, Korn Ferry, Microsoft, Patriarch Partners, and UPS, make this no-fee program possible.

The Yale Washington CEO Caucus takes place at 101 Constitution --- beginning at 3:30p concluding at 6:15p followed by an optional cocktail reception. Please join us --- RSVP (yes or no) by clicking the link in the attached formal invitation.

Should you wish additional information, contact (b)(6)
<mailto:(b)(6) <mailto(b)(6)>.

Looking forward to your participation this September,

(Find attached the formal invitation)

(b)(6)

Yale CELI
101 Constitution Avenue NW
Suite 900 East
Washington, DC 20001

(b)(6)

(b)(6)

Yale Chief Executive Leadership Institute

101 Constitution Avenue NW
Suite 900 East
Washington, DC 20001

(b)(6)

From: Rosenbach, Eric HON SD
To: "Ashton Carter"
Subject: RE: followup!
Date: Friday, September 11, 2015 7:51:54 AM

[redacted]

-----Original Message-----
From: Ashton Carter [mailto:(b)(6)
Sent: Friday, September 11, 2015 7:47 AM
To: Rosenbach, Eric HON SD
Cc: SecDe[redacted]
Subject: Fwd: followup!

Let me know whether/how to reply to marc

Sent from my iPad

Begin forwarded message:

From: Marc Andreessen [redacted]
Date: September 10, 2015 at 5:55:53 PM EDT
To: Ashton Carter[redacted]
Subject: followup!

Ash -- it was great to see you in Mountain View! The session had a huge impact on everyone who attended and will spread outstanding word of mouth. Please keep coming out and sending people out, we're always happy to participate and to host folks at our office anytime.

[redacted]

Best,
Marc

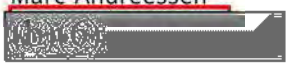
====

[redacted]



--

Marc Andreessen



From: Lewis, Ronald LTG SD
To: (b)(6) Rosenbach, Eric HON SD; SecDef (b)(6)
Subject: RE: Two things for tmrw
Date: Thursday, September 10, 2015 8:26:36 PM

Copy

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter <ashcarter@msn.com>
Date: September 10, 2015, 8:24 PM EDT
To: Ron Lewis (b)(6) Rosenbach, Eric HON SD (b)(6) SecDef (b)(6)
(b)(6)
Subject: Two things for tmrw

Guys -- 1. Remember date so get Psos if I can't hear to pick up a call. 2. Peter cook is doing good job I can tell

Sent from my iPhone

From: Rosenbach, Eric HON SD
To: (b)(6)
Subject: Re: Two things for tmrw
Date: Thursday, September 10, 2015 9:35:12 PM

Yes sir - peter had a very tough day and did well.

Eric Rosenbach
CoS
DoD
(b)(6)

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Thursday, September 10, 2015 08:24 PM
To: Rosenbach, Eric HON SD; Ron Lewis (b)(6) SecDef (b)(6)
Subject: Two things for tmrw

Guys -- 1. Remember date so get Psos if I can't hear to pick up a call. 2. Peter cook is doing good job I can tell

Sent from my iPhone

From: Ashton Carter
To: [redacted]
Subject: Re: Speech
Date: Tuesday, September 08, 2015 7:24:45 PM

In a few when I walk

Sent from my iPhone

> On Sep 8, 2015, at 7:23 PM, [redacted] wrote:
>
> Sir, there is a speech for your review. May I bring it you now.
>
> V/R
>
> [redacted]
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: [redacted]
> Office: [redacted]
> Email:
> SIPR:

To: Ashton Carter; Ron Lewis; SecDef (b)(6)
Subject: RE: Desk
Date: Tuesday, September 08, 2015 6:41:35 PM

I have the Johnson RAH. Do you not have the black binder LOE RAH binder with you?

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Tuesday, September 08, 2015 5:22 PM
To: Ron Lewis; SecDef (b)(6)
Subject: Desk

They didn't put stuff from my desk in bag, Plz bring to plane (Johnson and loe rah etc)

Sent from my iPhone

From: (b)(6)
To:
Cc: SecDef (b)(6)
Subject: Re: Fwd: Dinner?
Date: Monday, September 07, 2015 6:37:43 PM

Will do.

From: Ashton Carter [mailto: (b)(6)
Sent: Monday, September 07, 2015 06:22 PM
To: (b)(6)
Cc: SecDef (b)
Subject: Fwd: Dinner?

Hi (b)(6) - plz make 530 rez for 3 at RiS

Sent from my iPhone

Begin forwarded message:

> From: Zoe Baird (b)(6)
> Date: September 7, 2015 at 5:14:10 PM EDT
> To: Ash Carter (b)(6)
> Subject: Re: Dinner?
>
> Ash
> That will be wonderful. For three. I look forward to catching up!
> Zoe
>
> Sent from my iPhone
>
> On Sep 7, 2015, at 5:06 PM, Ashton Carter (b)(6) wrote:
>
> Hi z -- checked sched and Sunday would work for me (b)(6) (b)(6) If you are ok w early (I have super early morn Monday), I'll make rez at Ris at 23rd and L for 530. For three? Ash
>
> Sent from my iPhone
>
> On Sep 5, 2015, at 2:33 PM, Zoe Baird (b)(6) wrote:
>
> Dear Ash,
>
> I hope you are having a lovely holiday weekend. I wonder if you and (b)(6) might be free for dinner either of the eves of September 20/21. (b)(6) s now living in DC also, and I expect I can persuade him to join us. I'd love to get some social time with you both but I understand if you are jammed or cannot predict, so just let me know!
>
> I have seen Penny Pritzker a couple of times since you made the introduction, including a lovely dinner at her home in Aspen. You are correct that we share many common perspectives.

They are on track to get my clearance in time for the meeting, so thanks for that.

All my best,
Zoë

From: Lewis, Ronald LTG SD
To: (b)(6) Rosenbach, Eric HON SD; SecDef (b)(6)
Subject: RE: (b)(5)
Date: Monday, September 07, 2015 6:35:50 PM

Roger. I'll work it.
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: September 7, 2015 6:21 PM EDT
To: Ron Lewis (b)(6) Rosenbach, Eric HON SD (b)(6) SecDef (b)(6)
(b)(6)
Subject: (b)(6)

(b)(5) Read [redacted] stuff and should see him and cw and js rep as needed tmrw incl CJCS/VCJCS to discuss week ahead on this subject. Ash

Sent from my iPhone

From: Rosenbach, Eric HON SD
To: Lewis, Ronald LTG SD; (b)(6) "SecDef (b)(6)
Subject: Re: Some rocks
Date: Monday, September 07, 2015 3:58:10 PM

Sounds good to me sir.
E

Eric Rosenbach
CoS
DoD
(b)(6)

From: Lewis, Ronald LTG SD
Sent: Monday, September 07, 2015 03:05 PM
To: (b)(6)
SecDef25; Rosenbach, Eric HON SD
Subject: RE: Some rocks

Got it and will work some time.
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: September 7, 2015, 2:51 PM EDT
To: Ron Lewis (b)(6), Rosenbach, Eric HON SD (b)(6) SecDef (b)(6)
(b)(6)
Subject: Some rocks

Guys -- strikes me we have two big headaches: (b)(5) Can the three of us get some time in morn to discuss? Relatedly, we might need to use two sats (b)(5) I can do next sat, and I'm not sure the (b)(5) one the following week is worth the time...(will tell you why in person). See you tmrw

Sent from my iPhone

(b)(5)

From: Lewis, Ronald LTG SD
To: SecDef (b)(6)
Subject: Re: check SecDef for email from (b) (came in last night)
Date: Saturday, September 05, 2015 12:20:37 PM

No, just about to. Over to you sir.
Be
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: SecDef (b)(6)
Date: September 5, 2015, 12:15 PM EDT
To: Lewis, Ronald LTG SD (b)(6)
(b)(6) Subject: Re: check SecDef for email from (b) came in last night)

Bb working. Assume u replied

From: Lewis, Ronald LTG SD
Sent: Saturday, September 05, 2015 08:01 AM
To: 'Ashton Carter' (b)(6) SecDef (b)(6)
(b)(6) Subject: check SecDef for email from (b) (came in last night)

LTG Ron Lewis

SMA to SecDef

(b)(6)

From: Ashton Carter [mailto:[redacted]
Sent: Sunday, August 30, 2015 12:42 PM
To: [redacted]
Cc: [redacted] secdef [redacted]
Subject: Re: [redacted]

Tnx brother. Much appreciate. Supposed to be in St. Louis 9th but [redacted] can seek a work around

Sent from my iPhone

On Aug 27, 2015, at 3:03 PM, [redacted] wrote:

Private

Memorandum

To: Ash Carter

From: [redacted]

Date: August 27, 2015

Subject: [redacted]

[redacted]



<Vinocur, “Germany's 'Speak No Evil' Russia Policy,” WSJ, 08.11.15.docx>

From: Lewis, Ronald LTG SD
To: "Ashton Carter"
Cc: SecDef (b)(6)
Subject: RE: NEW: (b)(5) - 9/4 -
Date: Friday, September 04, 2015 7:35:29 AM

I'll work the calendar.
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: Ashton Carter [mailto:(b)(6)
Sent: Friday, September 04, 2015 7:23 AM
To: Lewis, Ronald LTG SD
Cc: SecDef
Subject: Re: NEW: (b)(5) - 9/4 -

(b)(6) will have to skip Dom trip prep....

Sent from my iPad

> On Sep 4, 2015, at 6:28 AM, Lewis, Ronald LTG SD <(b)(6) wrote:
>
> SD
(b)(6)

> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: (b)(6) CIV SD (b)(6)>
> Date: September 3, 2015, 7:59 PM EDT
> To: SD - Front Office (b)(6)
> Subject: NEW: (b)(5) - 9/4 -
>
> Ron, Eric --
>
> Please see below and advise if SD accepts to attend (b)(6)
(b)(5)

>
> (At NATs game right now so should be home by 2300)
>
> ----- Original Message -----
> From: (b)(6)
> Sent: Thursday, September 03, 2015 07:11 PM
> To: (b)(6)
> Cc:
> Subject: RE: (b)(5)
(b)(6)

(b)(5)

> -----Original Message-----
> From: (b)(6)
> Sent: Thursday, September 3, 2015 7:07 PM
> To: (b)(6)
> Cc:
> Subject: RE: Invitation: (b)(5)
(b)(5)

(b)(6) apologies for the late notice, but there have been a few changes for tomorrow.

(b)(5)

> Please confirm receipt and participation (b)(5) Thank you!
>
> -----Original Message-----
> From: (b)(6)
> Sent: Wednesday, September 2, 2015 10:44 AM
> To: (b)(6)
> Cc:
(b)(6)
> Subject: RE: (b)(5)
(b)(5)

> Secretary Carter appreciates the kind invitation and accepts -- thanks!
>
> (b)(6)
>
>
> -----Original Message-----
> From: (b)(6)
> Sent: Wednesday, September 02, 2015 10:32 AM
> To: (b)(6)
(b)(6)
> Subject: Invitation (b)(5)
>
(b)(6)

(b)(5)





(b)(6)

From: Ashton Carter
To: Ron Lewis; SecDef [redacted]
Subject: Fwd: Inquiry
Date: Thursday, September 03, 2015 12:26:29 PM

Sent from my iPhone

Begin forwarded message:

From: (b)(6) [redacted]
Date: September 2, 2015 at 8:15:47 AM EDT
To: "Ashton B. Carter" (b)(6) [redacted]
Subject: Inquiry

Good morning, Dr. Carter,

I hope all is well

I have a question for you, I have a friend that his son was in South Africa, he attended George Washington University and he went with their exchange program. She is looking for Angels in the government to help her out since he has been missing for 72 hours. I know I am always asking for help and guidance, can you please help out?

[redacted]

With love and admiration,

[redacted]
Sent from my Sprint phone.

From: Ashton Carter
To: Rosenbach, Eric HON SD
Subject: I assume no/no changes made to oped, and what is title?
Date: Thursday, September 03, 2015 7:14:45 AM

Sent from my iPad

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: SecDef (b)(6) Lewis, Ronald LTG SD
Subject: Re: Iran OpEd
Date: Thursday, September 03, 2015 7:01:00 AM

[redacted]

Sent from my iPad

On Sep 3, 2015, at 6:31 AM, Rosenbach, Eric HON SD [redacted] wrote:

(b)(5)

Sir:
The op-ed is 95% sure to run in tomorrow's USA Today. [redacted]
VR, Eric

From: Ashton Carter
To: Rosenbach, Eric HON SD
Subject: Fwd: Power Sheet: Rehabbing the Defense Department"s Tech Rep
Date: Monday, August 31, 2015 6:41:54 PM

Sent from my iPhone

Begin forwarded message:

From: (b)(6) Date: August 31, 2015 at 12:29:09 PM EDT
To: Ashton Carter (b)(6) Lewis <(b)(6) "Rosenbach, Eric HON SD"
(b)(6) > Subject: FW: Power Sheet: Rehabbing the Defense Department's Tech Rep

Nice article

From: (b)(6) Date: Monday, August 31, 2015 12:21 PM
To: (b)(6)
Subject: Fwd: Power Sheet: Rehabbing the Defense Department's Tech Rep

Great article — (b)(5)

Begin forwarded message:

From: (b)(6)
Subject: Power Sheet: Rehabbing the Defense Department's Tech Rep
Date: August 31, 2015 at 8:48:05 AM PDT To: (b)(6)
(b)(6)

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<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> Daily insights on leaders and leadership <x-msg://5/#> (b)(6)
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
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<http://link.fortune.com/click/5053273.2055/aHR0cDovL3R3aXR0ZXIuY29tL2dlb2ZmY29sdmluP3hpZD1ubF9wb3dlcnNoZWV0/55243d753b35d0035e8b86aeCeef937d2>
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<http://link.fortune.com/click/5053273.2055/aHR0cDovL2ZvcnR1bmUuY29tL3Bvd2Vyc2hlZXQtYW5vbnltb3VzLXRpcHMvP3hpZD1ubF9wb3dlcnNoZWV0/55243d753b35d0035e8b86aeC6ab48660>
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<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> August 31, 2015
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> I continue to be impressed by the leadership of Defense Secretary Ash Carter, who on Friday announced a new alliance with technology firms in Silicon Valley. This effort is almost invisibly small by Defense Department standards; DoD will contribute $75 million over the next five years, while funding by the alliance partners and local governments will bring the total to $171 million. You must trek far right of the decimal point to express that as proportion of the defense budget. But the symbolism counts big.

This is Carter's second high-profile visit to the Valley in four months. In April he announced the formation <http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5kZWZlbnNlb25lLmNvbS90ZWNobm9sb2d5LzIwMTUvMDQvcGVudGFnb24tc2V0cy1zaWxpY29uLXZhbGxleS1vdXRwb3N0LzExMDg0NS8_eGlkPW5sX3Bvd2Vyc2hlZXQ/55243d753b35d0035e8b86aeB1c697aec> of Defense Innovation Unit-Experimental, basically a Valley office to give
Defense a permanent presence. The office was up and running less than five months after being announced, a feat of blinding speed for the Pentagon. It's based at Moffett Federal Airfield, now run by Google on a 60-year lease.

Carter's larger objective is to rehab Defense's dowdy reputation in the Valley, where the department is widely regarded – with good reason – as hopelessly slow and bureaucratic, speaking a language that entrepreneurs and venture capitalists barely understand. It's emphatically the right move as technology becomes increasingly decisive in battle. It's also a gigantic project.

Can Carter succeed? A criticism when he was nominated for the job was that he was a lifelong academic with no real-world experience. It's true that he spent much of his career in academia, but in fact he may be uniquely well prepared to improve the Pentagon's relationship with business. As Deputy Secretary of Defense from 2011 to
2013, he oversaw more than $600 billion of annual spending. I believe that means he directly managed more spending than any other manager on earth. It also means he worked with many of America's largest companies. Having served three years in the Pentagon in the Nineties and two years as an undersecretary before becoming deputy secretary, he knows how the place works, especially how it works with companies.

I have no idea whether Carter can significantly increase the value the Pentagon gets from business. That bureaucracy may be mightier than any human. But, far from being a stereotype bureaucrat, Carter is as demanding a manager as I've ever met. His efforts bear close watching as a case study in leadership.

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<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> What We're Reading Today

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<http://fortunedotcom.files.wordpress.com/2014/07/bs-bar.jpg>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> 'Unconscionable' not to pursue a Fiat/GM merger

That's according to Fiat Chrysler CEO Sergio Marchionne. He believes the merger works so well for both auto companies that Fiat must pressure GM to consider it. GM's board, which includes CEO Mary Barra, rejected a proposal earlier this year. Automotive News
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5hdXRvbmV3cy5jb20vYXJ0aWNsZS8yMDE1MDgzMC9JTkRVU1RSWV9PTl9UUklBTC8zMDgzMTk5ODEvbWFyY2hpb25uZS1wdXRzLXRoZS1zcXVlZXplLW9uLWdtOy1nbXMtcmVzcG9uc2U6LXdoeS1iYWlsLW91dC1mY2E_eGlkPW5sX3Bvd2Vyc2hlZXQ/55243d753b35d0035e8b86aeB3707bf69>

VW and Suzuki break up

After a four-year divorce proceeding, a tribunal formally ended the ill-fated relationship between the German car manufacturer and the Japanese company. CEO Osamu Suzuki said Suzuki will buy back VW's 20% stake. U.S. News & World Report

<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy51c25ld3MuY29tL25ld3MvYnVzaW5lc3MvYXJ0aWNsZXMvMjAxNS8wOC8zMC90cmlidW5hbC1zZWFscy1lbmQtb2YtZmFpbGVkLXZvbGtzd2FnZW4tc3V6dWtpLXBhcnRuZXJzaGlwP3hpZD1ubF9wb3dlcnNoZWV0/55243d753b35d0035e8b86aeB8642e5b8>

An odd proposal

Republican presidential candidate and New Jersey governor Chris Christie has suggested that the U.S. track immigrants like Fed Ex
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5ueXRpbWVzLmNvbS8yMDE1LzA4LzMwL3VzL3BvbGl0aWNzL2NocmlzdGllLXByb3Bvc2VzLWltbWlncmFudC10cmFja2VyLXNpbWlsYXItdG8tZmVkZXguaHRtbD94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeBeee154cc> tracks packages. Yesterday, he called criticisms of the proposal "ridiculous." Reuters
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5yZXV0ZXJzLmNvbS9hcnRpY2xlLzIwMTUvMDgvMzAvdXMtdXNhLWVsZWN0aW9uLWNocmlzdGllLWlkVVNLQ04wUVowVEEyMDE1MDgzMD94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeBd0cbd865>

Fixing a glitch

BNY Mellon executives raced this weekend to fix a software glitch that messed up pricing of approximately 1,200 funds and ETFs before the market opened today. Last night, CEO Gerald Hassell said the problem "has taken far longer" than expected, but the company gave the all-clear this morning, just as trading began
<http://link.fortune.com/click/5053273.2055/aHR0cHM6Ly93d3cuYm55bWVsbG9uLmNvbS91cy9lbi9uZXdzcm9vbS9uZXdzL2NvbXBhbnktbmV3cy9ibnktbWVsbG9uLXVwZGF0ZS1vbi1mdW5kLWFjY291bnRpbmctaXNzdWUuanNwP3hpZD1ubF9wb3dlcnNoZWV0/55243d753b35d0035e8b86aeB5b0dce5a> ..... WSJ
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy53c2ouY29tL2FydGljbGVzL2JueS1tZWxsb24tcmFjZXMtdG8tZml4LXByaWNpbmctZ2xpdGNoZXMtYmVmb3JlLW1hcmtldHMtb3Blbi1tb25kYXktMTQ0MDk2MDc0Mj94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeB510e453c>

China blames the media...

...for its market problems. It has punished nearly 200 for "online rumor mongering" including Wang Xiaolu, a reporter for Caijing magazine, who publicly confessed on state television to causing "panic" by reporting a conversation he heard. The world, however, still waits to hear from President Xi Jinping. Financial Times
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5mdC5jb20vaW50bC9jbXMvcy8wLzQxZmVkMGE2LTRmOWUtMTFlNS04NjQyLTQ1MzU4NWYyY2ZjZC5odG1sP3hpZD1ubF9wb3dlcnNoZWV0I2F4enoza09UQldPV1M/55243d753b35d0035e8b86aeB6da6a472>

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<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> Building a Better Leader

<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/07/bs-bar.jpg>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> Growing slowly has its benefits...

...like reducing risk. Fast Company
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5mYXN0Y29tcGFueS5jb20vMzA1MDMxNy9oaXQtdGhlLWdyb3VuZC1ydW5uaW5nL2hvdy1hbmQtd2h5LXRvLWhpcmUtbGVzcy1hbmQtZ3Jvdy1hcy1zbG93bHktYXMtcG9zc2libGU_eGlkPW5sX3Bvd2Vyc2hlZXQ/55243d753b35d0035e8b86aeBf5006c6f>
Time to ditch the business partner
If he seems more like your twin, then it's okay to break ties. Fortune
<http://link.fortune.com/click/5053273.2055/aHR0cDovL2ZvcnR1bmUuY29tLzIwMTUvMDgvMzAvc2lnbnMteW91LW5lZWQtdG8tZGl0Y2gteW91ci1idXNpbmVzcy1wYXJ0bmVyLz94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeBbab4c78c> To develop a more diverse workforce...

...make sure to set internal goals. Make them public only if you want. Mercury News
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5tZXJjdXJ5bmV3cy5jb20vYnVzaW5lc3MvY2lfMjg2ODA0MTIvcS1wYXJhZGlnbS1jZW8tam9lbGxlLWVtZXJzb24tbWFraW5nLXdvcmtmb3JjZXMtbW9yZT94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeBe7976ab1>

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<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> Public-Private Partnerships

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<http://fortunedotcom.files.wordpress.com/2014/07/bs-bar.jpg>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> The Pentagon teams up with Apple, Boeing

U.S. Defense Secretary Ash Carter announced $75 million of funding to a consortium of tech companies to improve flexible and wearable technology. Reuters
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5yZXV0ZXJzLmNvbS9hcnRpY2xlLzIwMTUvMDgvMjgvdXMtdXNhLWRlZmVuc2UtdGVjaC1pZFVTS0NOMFFYMTJEMjAxNTA4Mjg_eGlkPW5sX3Bvd2Vyc2hlZXQ/55243d753b35d0035e8b86aeBd97f6b23>

Tesla calls for President Obama's help

When Chinese president Xi Jinping visits the U.S. next month, Elon Musk's company has asked the Obama Administration to press him on making it easier for car companies to work within China. WSJ
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy53c2ouY29tL2FydGljbGVzL3Rlc2xhLXdhbnRzLXdoaXRlLWhvdXNlLXRvLXByZXNzLWNoaW5hLW9uLWF1dG8taW5kdXN0cnktcnVsZXMtMTQ0MDc5NDYyOD94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeB5aa8e21b>

Restoring workers rights from the White House

In the last two months, President Barack Obama has increased the amount of people eligible for overtime pay, his National Labor Board Relations appointees extended collective bargaining rights to some contractors and franchises, and a panel approved the extension of minimum wage rights to home care workers. NYT
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5ueXRpbWVzLmNvbS8yMDE1LzA5LzAxL2J1c2luZXNzL2Vjb25vbXkvYXMtaGlzLXRlcm0td2FuZXMtb2JhbWEtcmVzdG9yZXMtd29ya2Vycy1yaWdodHMuaHRtbD94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeB538e7d4d>

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<http://fortunedotcom.files.wordpress.com/2014/07/bs-divider21.jpg>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> Up or Out

<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/07/bs-bar.jpg>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> Charlie Miller and Chris Valasek, the hackers who took control of a moving Jeep, will join Uber's research lab. Fortune
<http://link.fortune.com/click/5053273.2055/aHR0cDovL2ZvcnR1bmUuY29tLzIwMTUvMDgvMjkvdWJlci1jaGFybGllLW1pbGxlci1jaHJpcy12YWxhc2VrLz94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeBcb4aaf4b>

Former top adviser in Bill Clinton's White House Chris Lehane will become head of global public policy for AirBnB. The Hill
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3RoZWhpbGwuY29tL3BvbGljeS90ZWNobm9sb2d5LzI1MjA4OC1haXJibmltaGlyZXMtdmV0ZXJhbi1vZi10aGUtY2xpbnRvbi13aGl0ZS1ob3VzZT94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeBd86941f2>

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<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff>
<http://fortunedotcom.files.wordpress.com/2014/07/bs-bar.jpg>
<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gifffff> TLC wants OMG with heart
And, ideally, less scandal in its new lineup of shows. Fortune
<http://link.fortune.com/click/5053273.2055/aHR0cDovL2ZvcnR1bmUuY29tLzIwMTUvMDgvMzAvdGxjLTE5LWtpZHMtZHVnZ2FyLz94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeBaafc5354>
Shooting down drones
Boeing is developing a laser cannon that can shoot down aircraft to prevent snooping in sensitive areas. Fortune
<http://link.fortune.com/click/5053273.2055/aHR0cDovL2ZvcnR1bmUuY29tLzIwMTUvMDgvMzAvYm9laW5nLWxhc2VyLz94aWQ9bmxfcG93ZXJzaGVldA/55243d753b35d0035e8b86aeB2eddccdd> Bad sign for Jeb Bush
The presidential candidate has lost three of his biggest fundraisers. The unexpected resignations follows a slowdown in Bush's fundraising efforts as he has slipped from second to third in polls. Fortune
<http://link.fortune.com/click/5053273.2055/aHR0cDovL2ZvcnR1bmUuY29tLzIwMTUvMDgvMzAvamViLWJ1c2gtZnVuZHJhaXNlcnMvP3hpZD1ubF9wb3dlcnNoZWV0/55243d753b35d0035e8b86aeB0110855e>
Economy class paying more to fund first class perks
From private entrances to onboard nannies, the first class options keep getting more extravagant while economy class flyers are coughing up higher ticket prices to make it all possible. Fortune
<http://link.fortune.com/click/5053273.2055/aHR0cDovL2ZvcnR1bmUuY29tLzIwMTUvMDgvMzEvYWlybGluZXMtZmlyc3QtY2xhc3MtcGVya3MvP3hpZD1ubF9wb3dlcnNoZWV0/55243d753b35d0035e8b86aeB1330aa87>
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<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gif> Birthday Wishes
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<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gif> A happy belated birthday to Senator John McCain (R-AZ), who turned 79 on Saturday. Biography
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5iaW9ncmFwaHkuY29tL3Blb3BsZS9qb2huLW1jY2Fpbi05NTQyMjQ5P3hpZD1ubF9wb3dlcnNoZWV0/55243d753b35d0035e8b86aeB8d7c739d>
Ditto to Warren Buffett, who turned 85 on Sunday. Biography
<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5iaW9ncmFwaHkuY29tL3Blb3BsZS93YXJyZW4tYnVmZmV0dC05MjMwNzI5P3hpZD1ubF9wb3dlcnNoZWV0/55243d753b35d0035e8b86aeB403d06c4> Share Today's Power Sheet:
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(b)(6)

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<http://fortunedotcom.files.wordpress.com/2014/06/spacer.gif>
<http://link.fortune.com/click/5053273.2055/aHR0cHM6Ly9wbHVzLmdvb2dsZS5jb20vc2hhcmU_dXJsPWh0dHA6Ly9mb3J0dW5lLmNvbS9uZXdzbGV0dGVyL3Bvd2Vyc2hlZXQmeGlkPW5sX3Bvd2Vyc2hlZXQ/55243d753b35d0035e8b86aeBc4b6cb96>
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<http://link.fortune.com/click/5053273.2055/aHR0cDovL3d3dy5saW5rZWRpbi5jb20vc2hhcmVBcnRpY2xlP21pbmk9dHJ1ZSZ1cmw9aHR0cDovL2ZvcnR1bmUuY29tL25ld3NsZXR0ZXIvcG93ZXJzaGVldDsmdGl0bGU9UmVhZCUyMCVUaGUlMjAlUG93ZXIlMjAlU2hlZXQmc291cmNlPUZvcnR1bmU/55243d753b35d0035e8b86aeBa1d133dc>
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From: (b)(6)
To:
Cc: Lewis, Ronald LTG SD; Rosenbach, Eric HON SD; (b)(6)
Bcc:
Subject: SD regret: Yale Washington CEO Caucus - Jeffrey Sonnenfeld
Date: Monday, August 31, 2015 10:24:05 AM

(b)(6)

Unfortunately, Secretary Carter's calendar will no longer accommodate a stop-bye at the 15 September Yale CEO Caucus. Please pass Secretary Carter's regrets to (b)(6) The Secretary looks forward to their engagement in December.

Best,

(b)(6)

(b)(6)
Confidential and Personal Asst. to the Secretary of Defense
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Monday, July 06, 2015 12:32 PM
To: (b)(6)
Cc:
Subject: Yale Washington CEO Caucus - Jeffrey Sonnenfeld

Ash,

With fond admiration for your constructive leadership contributions, I invite you to a timely, non-partisan, non-ideological, non-commercial, cross-sector, high level, off-the-record event:

Yale Washington CEO Caucus
Tuesday, September 15, 2015 --- 101 Constitution NW --- 3:30 - 6:15p In Whom Do We Trust: Politics, Policies, and People

Recent Yale Washington CEO Caucuses have featured intimate collegial discussions free of any formal speeches with such opinion leaders as: Senate Majority Leader Mitch McConnell; Senator John McCain; Senator Mike Bennet; Senator Christopher Coons; Senator Joe Manchin; Senator Christopher Murphy; Senator Bill Nelson; Senator Chuck Schumer; Congresswoman Donna Edwards; Congresswoman Elizabeth Esty; Secretary of Defense Ash Carter; Secretary of Health and Human Services Sylvia Mathews Burwell; Secretary of Transportation Anthony Foxx; former Secretary of Labor Elaine Chao; former Deputy Secretary of State and Director of National Intelligence John Negroponte; former Under Secretary of State Bob Hormats; Senior US Court of Appeals Judge Douglas Ginsburg; Governor Ed Rendell; and Grover Norquist of Americans for Tax Reform. Among corporate leaders who have participated are: Richard Adkerson of Freeport-McMoRan; Lloyd Blankfein of Goldman Sachs; Dave Cote of Honeywell; Jamie Dimon of JP Morgan Chase; Michael Dell of Dell; Randall Stephenson of ATT; Lowell McAdam of Verizon; Hank Greenberg of CV Starr; Steve Schwarzman of Blackstone; Steve

Kandarian of MetLife; Andrew Liveris of Dow; Lynn Tilton of Patriarch Partners; Jim McNerney of Boeing; Denise Morrison of Campbell's; Brian Moynihan of Bank of America; Indra Nooyi of PepsiCo; Scott Davis and Dave Abney of UPS; Ed Rust of State Farm; Mike Ullman of JC Penney; George Barrett of Cardinal Health; Jim Hughes of First Solar; John Lundgren of Stanley Black & Decker; Steve Case of Revolution; Mike Lamach of Ingersoll Rand; Gerardo Lopez of AMC Entertainment; Steve Miller of AIG; Mike Petters of Huntington Ingalls; Nick Pinchuk of Snap-On; Tom Quinlan of RR Donnelley; and Mark Weinberger of EY.

Our partners, CNBC, Edelman, EY, Korn Ferry, Microsoft, Patriarch Partners, and UPS, make this no-fee program possible.

The Yale Washington CEO Caucus takes place at 101 Constitution --- beginning at 3:30p concluding at 6:15p followed by an optional cocktail reception. Please join us --- RSVP (yes or no) by clicking the link in the attached formal invitation.

Should you wish additional information, contact (b)(6)

(b)(6)

Looking forward to your participation this September,

(Find attached the formal invitation)

(b)(6)
Yale CELI
101 Constitution Avenue NW
Suite 900 East
Washington, DC 20001
(b)(6)

From: (b)(6)
To:
Subject: Re: One more
Date: Sunday, August 30, 2015 4:39:45 PM

One second

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Sunday, August 30, 2015 04:38 PM
To: SD - SecDef PSO
Subject: One more

Sent from my iPhone

From: (b)(6)
To:
Subject: Re: Docs
Date: Sunday, August 30, 2015 4:23:38 PM

One second

----- Original Message -----
From: Ashton Carter [mailto (b)(6)
Sent: Sunday, August 30, 2015 04:22 PM
To: (b)(6)
Subject: Re: Docs

Another one

Sent from my iPhone

> On Aug 30, 2015, at 3:47 PM, (b)(6) wrote:
>
> Be. Down in a second Sir
>
> ----- Original Message -----
> From: Ashton Carter [mailto: (b)(6)
> Sent: Sunday, August 30, 2015 03:47 PM
> To: SD - SecDef PSO
> Subject: Docs
>
> I have unclass doc to scan and email to LTG Lewis
>
> Sent from my iPhone

-----Original Message-----
From: Ashton Carter [mailto(b)(6)
Sent: Sunday, August 30, 2015 3:22 PM
To: Jim Jones
Cc: (b)(6)
Subject: From Ash

Hi Jim -- turns out the sched makes the decision re council, and I could not make it anyway. Meanwhile, (b)(6) will be asking you about (b)(5) Ash

Sent from my iPhone

(b)(5)

From: [redacted]
To:
Cc: SecDe[redacted]
Subject: Re: Fwd: [redacted]roject
Date: Sunday, August 30, 2015 12:43:10 PM

Will do

From: Ashton Carter [mailto:[redacted]
Sent: Sunday, August 30, 2015 10:39 AM
To: [redacted] CIV SD
Cc: SecDe[redacted]
(b)(5) Subject: Fwd: [redacted]project

Plz print tmrw

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: August 27, 2015 at 3:02:33 PM EDT
To: Ashton Carter [redacted]
Subject: [redacted]project

Private

Memorandum

To: Ash Carter

From: [redacted]

Date: August 27, 2015

(b)(5) Subject: [redacted]project

[redacted]



From: Ashton Carter
To: (b)(6)
Subject: Re: Document
Date: Tuesday, August 25, 2015 7:10:34 PM

Yes

Sent from my iPhone

> On Aug 25, 2015, at 7:09 PM, (b)(6) wrote:
>
> Sir,
>
> I have a document for you. Would you like me to bring it down?
>
>
>
> V/r,
>
> (b)(6)
> Office of the Secretary of Defense
> Cel (b)(6)
> Email: (b)(6)

From: Lewis, Ronald LTG SD
To: "Ashton Carter"; Rosenbach, Eric HON SD
Cc: Ron Lewis; SecDe(b)(6)
(b)(6) Subject: RE: [redacted]unch cards
Date: Tuesday, August 25, 2015 6:17:13 PM

Will make sure the PSOs are tracking. No change to departure time: 0855 pick up at the house and 0935 take off.
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: Ashton Carter [mailto(b)(6)
Sent: Tuesday, August 25, 2015 6:08 PM
To: Rosenbach, Eric HON SD
Cc: Ron Lewis; SecDef(b)(6)
(b)(6) Subject: Re: [redacted]unch cards

Ok tnx. Now all go home and pack! Tell Psos package is coming

Sent from my iPhone

> On Aug 25, 2015, at 6:06 PM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir:
> Roger on the cards -- we have those and all the items on your desk and others of importance, including: all PA drafts speechs/comments and trip books. All will depart here via courier in about ten minutes.
> Best, E
>
>
> -----Original Message-----
> From: Ashton Carter [mailto(b)(6)
> Sent: Tuesday, August 25, 2015 5:59 PM
> To: Rosenbach, Eric HON SD; Ron Lewis; SecDef(b)(6)
(b)(6) > Subject: [redacted]lunch cards
>
> Are not in take home bag. I will need to debrief the lunch on board tmrw. Also (b)(5) And also McCord re shutdown. Plz clean my desk and send out what's there. I also have zero trip book or even schedule, I hear were leaving earlier....
>
> Sorry to get you now, but I've got to close out here at home.
>
> Sent from my iPhone

(b)(6)

From: Rosenbach, Eric HON SD
To: SecDef [redacted] Ashton Carter"
Cc: Lewis, Ronald LTG SD
Subject: FW: Encryption Event
Date: Tuesday, August 25, 2015 6:08:48 PM

(b)(6)

Sir:
See the below from [redacted] who has put together a good event on encryption. Before we proceed further, wanted to get the thumbs up from you. As you'll see below, this requires flipping the time that you were scheduled to meet with Dr. Perry, but still has you completely finished by the same time.
Best, Eric

-----Original Message-----
From: (b)(6)
Sent: Tuesday, August 25, 2015 6:06 PM
To: Rosenbach, Eric HON SD
Cc: (b)(6)
Subject: Encryption Event

Eric:

As discussed, we've been able to pull together what I think will be a good event for the Secretary on encryption for Friday.

The meeting will include the following individuals:

(b)(6) Greylock (confirmed)
(b)(6) Mozilla (confirmed)
Dropbox (invited)
(b)(6) Apple (invited)
(b)(6) UC Berkeley School of Information (confirmed)

(b)(6) at Greylock has generously agreed to host this event at their offices (objective was to find a neutral site close to Secretary Perry's house). Pending your approval, we've tentatively scheduled the meeting for 5:00pm. This will require flipping the event with SD's meeting with Secretary Perry --

(b)(6)

unfortunately [redacted] is not available earlier in the afternoon due to a previously scheduled board meeting (he has already moved the board meeting up in order to accommodate us at 5:00pm).

Lastly, (b)(6) has agreed to fly out to participate in the session. (b)(6) and a very highly-regarded technical expert in this field.

USD(I) is preparing a read-ahead for the Secretary (will be available for him to read Thursday night).

If you need any additional information, please let me know.

Best,
(b)(6)

(b)(6)
Special Assistant to the Secretary of Defense (b)(6)
(b)(6)

From: Ashton Carter
To: Lewis, Ronald LTG SD
Cc: SecDef (b)(6) Rosenbach, Eric HON SD
Subject: (b)(5)
Date: Tuesday, August 25, 2015 5:11:00 PM

[redacted]

Sent from my iPhone

On Aug 25, 2015, at 3:20 PM, Lewis, Ronald LTG SD <[redacted]> wrote:

LTG Ron Lewis
SMA to SecDef
[redacted]

From: Ashton Carter
To: Rosenbach, Eric HON SD; SecDef (b)(6)
Subject: Fwd: American Turkish Council
Date: Monday, August 24, 2015 8:41:08 PM

To discuss tmrw

Sent from my iPad

Begin forwarded message:

From: James Jones (b)(6)
Date: August 22, 2015 at 12:09:04 PM EDT
To: Ashton Carter (b)(6)
Subject: RE: American Turkish Council

Dear Ash,
(b)(5) Thank you very much for the meeting on Thursday.

Also thank you for your reconsideration of the ATC invitation.

(b)(5)

Should you decide to attend this year, I would suggest that a dinner presentation on Tuesday the 29th of September would be perfect. If that isn't convenient, we will accommodate your schedule with pleasure.

(b)(5)

Again, many thanks for the meeting on Thursday.
Best regards to (b)(6) as always. Would love to have you both out for a quiet dinner at home someday soon.
Cheers,
Jim

-----Original Message-----
From: Ashton Carter [mailt (b)(6)
Sent: Tuesday, July 14, 2015 8:41 AM
To: James Jones
Subject: Re: American Turkish Council

Tnx Jim. He's a breath of fresh air. (b)(5) Safe travels.
Ash

Sent from my iPhone

On Jul 14, 2015, at 2:32 AM, James Jones (b)(6) wrote:

Dera Ash,

Am in India for a week and will meet with your counterpart on Friday. [redacted]

Best regards,

Jim

-----Original Message-----

From: Ashton Carter [mailto[redacted]

Sent: Sunday, July 12, 2015 3:43 PM

To: James Jones

Cc: Eric HON SD Rosenbach

Subject: Re: American Turkish Council

[redacted]

Sent from my iPhone

On Jul 8, 2015, at 9:23 PM, James Jones [redacted] wrote:

Dear Mr. Secretary, Dear Ash,

Thank you for spending so much time with the DPB last week. I hope that the discussion we had was helpful to you.

(b)(5)

My reason for writing to you is to ask you to reconsider an invitation for you to be the Keynote Speaker at this year's American Turkish Council (ATC) Conference (Sept 17-18) in Washington.

We have received a "regret" from your office just recently.

My reasons for asking for a reconsideration (if at all possible) is threefold.

First, the ATC has served as a linchpin of the bilateral relationship for over thirty years and it is the only conference of its time that embraces both trade and security issues. Cabinet rank Turks, including your counterpart, will attend if you do.

Second, in the aftermath of the most recent elections in Turkey, it would be timely to show American solidarity with the Turkish security representatives (The Turkish CHOD will attend our CJCS does as well), the Turkish ministers, and the Turkish and US private sectors.

Lastly, Turkey sits in a key strategic region and their President values continuing improved trade relations with the US, but needs to understand that better cooperation in the security sector of the relationship is key to that happening.

Last year, we had a disappointing conference due to the Washington-Ankara political relationship. The year before our Vice President was the Keynote Speaker. The Turks will watch closely

which of our most senior government representatives will attend this year's conference.

They will match us one for one, I'm told.

Also last year, as the new ATC Chairman, I led a delegation to Ankara and Istanbul and we were received by the President of Turkey and his entire cabinet. The message was clear.....more inter-action on a bilateral level with the U.S. was the goal for 2015.

This conference comes at a very key time in our bilateral relationship. I hope that you will be able to reconsider the invitation to attend.

With warmest regards,

Jim

James L Jones

Jones Group International

E-mail: (b)(6)

Tel: (b)(6)

From: Ashton Carter
To: Rosenbach, Eric HON SD; SecDef [redacted]
Subject: Fwd: Hi there
Date: Monday, August 24, 2015 8:40:09 PM

To discuss tmrw

Sent from my iPad

Begin forwarded message:

From: [redacted]
Date: August 23, 2015 at 11:18:24 PM EDT
To: Ash Carter <(b)(6)
Subject: Hi there

AC,

Hope you're well. Would be great to see you and catch up a bit. Are you free for an hour this weekend?

[redacted]

From: Ashton Carter
To: Rosenbach, Eric HON SD
Subject: Fwd: [redacted] on Harold Brown & SESAME
Date: Monday, August 24, 2015 8:02:59 PM

For tmrw

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: August 24, 2015 at 9:37:00 AM EDT
To: [redacted]
Subject: [redacted] on Harold Brown & SESAME

Your correspondence team still wants me to draft a note from you to [redacted] even though I told them what you told me, that you didn't want it staffed. (b)(6)

I don't mind taking a shot at it, but it is only that given your past personal relationship with him. What I do mind is that they either don't believe me when I say we have communicated , or they don't care what you said you want to do.

In the scheme of things, I know this is a very unimportant issue and sorry to mention it. But I was doing (or not doing) what you told me.

[redacted]

On Aug 12, 2015, at 03:17 AM, Ashton Carter [redacted] wrote:

Thanks. And enjoy break!

Sent from my iPhone

On Aug 11, 2015, at 6:48 AM, [redacted] wrote:

(b)(6) So, there are two letters. One from [redacted] that you said you will answer. (at&l admin says sd's are too busy to write letters. They have to be staffed!)

[redacted]

(b)(6) SD correspondence (?) sticking to a schedule that doesn't give enough time Would be nice if they worked with us.

Theoretically am on vacation this week.

On Aug 6, 2015, at 9:43 PM, Ashton Carter wrote:

Yup tnx

Sent from my iPhone

On Aug 6, 2015, at 6:32 PM, wrote:

Thanks for the welcome! It is much appreciated!

I left letter with your assistant (

On Aug 6, 2015, at 5:57 PM, Ashton Carter <

wrote:

You are always welcome!

Sent from my iPhone

On Aug 6, 2015, at 11:10 AM,

wrote:

Will try to hand deliver it to your office folks. No one else wants to approach the burning bush.

On Aug 4, 2015, at 2:41 PM, Ashton Carter

wrote:

Funny! I can't believe they staffed a letter from Just send it to front office, I'll answer it!

Sent from my iPhone

(b)(6) wrote:

On Jul 31, 2015, at 1:30 PM (b)(6)

Ash-

While I was a student (b)(6) who was visiting told me about his former student, Harold Brown. [redacted] said, Harold was good in physics. "If only he stayed in it, he could have made a name for himself." (b)(6)

(b)(6) Reminded of this, since you received a letter from . It was given to me to draft a response.

(b)(6)

From: (b)(6)
To: Lewis, Ronald LTG SD
Subject: Fw: Fwd: Doc
Date: Sunday, August 23, 2015 5:33:09 PM

Sir,

Getting scanned and faxed now.

(b)(6)

From: Ashton Carter (b)(6)
Sent: Sunday, August 23, 2015 05:24 PM
To: (b)(6)
Subject: Fwd: Doc

Whoops, this was meant for PSO

Sent from my iPhone

Begin forwarded message:

> From: Ashton Carter (b)(6)
> Date: August 23, 2015 at 5:23:32 PM EDT
> To: (b)(6)
> Subject: Doc
>
> I have an unclass doc for scan/email to LTG Lewis, Plz pick up. Tnx
>
> Sent from my iPhone

From: Rosenbach, Eric HON SD
To: (b)(6) "SecDef (b)(6)
Subject: Re: Mystery
Date: Saturday, August 22, 2015 1:19:38 PM

Yes sir - there's even more backstory that I can tell on Monday. (b)(5)
Eric

Eric Rosenbach
CoS
DoD
(b)(6)

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Saturday, August 22, 2015 12:55 PM
To: Rosenbach, Eric HON SD; (b)(6) >; SecDef (b)(6)
Subject: Mystery

(b)(5)

Sent from my iPhone

From: Ashton Carter
To: Lewis, Ronald LTG SD
Cc: Rosenbach, Eric HON SD; SecDef
Subject: Re: Did you call again?
Date: Saturday, August 22, 2015 8:37:57 AM

Yes

Sent from my iPad

> On Aug 22, 2015, at 8:37 AM, Lewis, Ronald LTG SD wrote:
>
> Roger. Can I give you a quick phone call?
> Ron
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: August 22, 2015, 8:14 AM EDT
> To: Ron Lewis Rosenbach, Eric HON SD SecDef
> Subject: Did you call again?
>
> I see a call at 720 which I didn't hear.
>
> Sent from my iPhone

(b)(6)

From: Lewis, Ronald LTG SD
To: SecDef (b)(6)
Subject: RE: From (b)(6)
Date: Saturday, August 22, 2015 8:31:59 AM

Tracking. I talked with CSAF yesterday and I have an update. Do you have time for a quick call on (b)(5)?
Be
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: August 22, 2015, 8:22 AM EDT
To: Ron Lewis (b)(6) SecDef (b)(6)
Subject: Fwd: From (b)(6)

Sent from my iPad

Begin forwarded message:

From: (b)(6)
Date: August 21, 2015 at 7:07:55 AM EDT
To: Ashton Carter (b)(6)
(b)(6) Subject: From

(b)(5),(b)(6)

Hi Sir - By the way, and I reminisced yesterday about our C-SIG team and the great outcomes under your watch. He's excited about starting his next job as the (b)(5)

V/R
(b)(6)

(b)(6)

From: Rosenbach, Eric HON SD
To: [redacted]
Subject: Re: [redacted]rah
Date: Wednesday, August 19, 2015 8:53:33 PM

[redacted]

Eric Rosenbach
CoS
DoD
[redacted]

----- Original Message -----
From: Ashton Carter [redacted]
Sent: Wednesday, August 19, 2015 08:36 PM
To: Rosenbach, Eric HON SD; SecDe[redacted]
Subject: [redacted]rah

E -- congratulate her or remind me. [redacted]

Sent from my iPhone

From: Lewis, Ronald LTG SD
To: (b)(6)
Cc: Rosenbach, Eric HON SD; SecDef (b)(6)
Subject: Re: Opening statement
Date: Wednesday, August 19, 2015 8:45:35 PM

Roger

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: August 19, 2015, 8:43 PM EDT
To: Lewis, Ronald LTG SD (b)(6)
CC: Rosenbach, Eric HON SD (b)(6) SecDef (b)(6)
Subject: Re: Opening statement

Got it

Sent from my iPhone

> On Aug 19, 2015, at 8:38 PM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> SD,
> We've emailed your control room the updated version of your presser opening statement. Do you want it brought to the apartment tonight or first thing in the morning (PT??)?
> Vr
> Ron
>
> Sent from my iPhone managed by BlackBerry Enterprise Service

From: [redacted]
To:
Subject: Press speech
Date: Wednesday, August 19, 2015 8:36:58 PM

Sir I have a copy of the press speech to deliver to you. May I bring it to you now.

V/R

[redacted]
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
[redacted]

(b)(6)

From: Rosenbach, Eric HON SD
To: "Ashton Carter"
Subject: RE: From [redacted] Update
Date: Wednesday, August 19, 2015 9:20:37 AM

Sir -
Thanks -- I'll ask you about him and then get in touch directly with him too.
Best, E

-----Original Message-----
From: Ashton Carter [redacted]
Sent: Wednesday, August 19, 2015 8:55 AM
To: Rosenbach, Eric HON SD
Subject: Fwd: From (b)(6) / Update

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: August 16, 2015 at 8:50:06 PM EDT
To: Ash Carter [redacted]
Cc: [redacted]
Subject: From [redacted] / Update

Sir - trust this email finds you well!

[redacted]

Anyway, short update...be great to have some lunch with you or even a cup of coffee if we could

ever fit it in. You just say the word...and I'll swing by.



My best, as always.

VR



From: Ashton Carter
To: Rosenbach, Eric HON SD
Subject: Fwd: [redacted]
Date: Wednesday, August 19, 2015 8:55:27 AM

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: August 18, 2015 at 9:35:04 PM EDT
To: Ashton Carter [redacted]
Subject: Re: [redacted]

Sorry for delay in responding - I've been at the Nevada Test and Training Range all day. Great to see such a dedicated and talented group of airmen, civilians and contractors.

[redacted]

If it would be helpful for me to speak with Eric, please let me know. [redacted]

Sent from my iPhone

On Aug 18, 2015, at 3:45 AM, Ashton Carter [redacted] wrote:

[redacted]

Sent from my iPad

From: Lewis, Ronald LTG SD
To: "Ashton Carter"; Ron Lewis; SecDef (b)(6)
Subject: RE: Forgot to ask
Date: Tuesday, August 18, 2015 7:07:31 PM

Yes sir,
Have you at a lunch or early dinner with him on Friday.
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Tuesday, August 18, 2015 5:52 PM
To: Ron Lewis; SecDef (b)(6)
Subject: Forgot to ask

(b)(6) I'm seeing [redacted] somehow, however briefly?

Sent from my iPhone

(b)(6)

From: Rosenbach, Eric HON SD
To: SecDef [redacted] Ashton Carter
Cc: Lewis, Ronald LTG SD
Subject: FA Article
Date: Tuesday, August 18, 2015 6:15:28 AM

Sir:

(b)(6) wrote back last night and said the FA article is supposed to go up online today – but I just looked again and it doesn't seem to be up. We'll definitely get you a copy today.
Best, Eric

From: Rosenbach, Eric HON SD
To: (b)(6) "SecDef (b)(6)
Subject: Re: Fwd: FA interview
Date: Monday, August 17, 2015 9:23:07 PM

Sir:
It sure doesn't seem to be out yet, but I'll check and have confirmed for you tomorrow.
Eric

Eric Rosenbach
CoS
DoD
(b)(6)

From: Ashton Carter (b)(6)
Sent: Monday, August 17, 2015 09:15 PM
To: Rosenbach, Eric HON SD; (b)(6) (b)(6) ; SecDef (b)(6)
Subject: Fwd: FA interview

?? (For tmrw)

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: August 17, 2015 at 8:37:16 PM EDT
> To: Ashton Carter (b)(6)
> Subject: FA interview
>
> Dear Ash:
>
> Just read your excellent interview with Jonathan Tepperman.
>
> Big congrats-- many cogent points, as usual with you!
>
> Best regards
> (b)(6)
>
> Sent from my iPhone

From: Ashton Carter
To: Goings, Rick
Subject: Re: Gen. Darren W. McDew
Date: Monday, August 17, 2015 6:10:48 PM

I'll see him next week and make sure he knows that I know!

Sent from my iPhone

On Aug 17, 2015, at 4:56 PM, Goings, Rick (b)(6) wrote:

(b)(6)

Ash, (yikes...I meant Mr Secretary)
Just wanted you to know one of your newest O-10's was a Club Kid and we recently inducted him into the Hall of Fame.
Great role model.

All best,
Rick

Rick Goings Chairman & CEO Tupperware Brands Corporation
Forbes Platinum 400 - America's Best Big Companies - 2008-2015 Fortune Magazine World's Most Admired Companies
14901 S. Orange Blossom Trail Orlando FL, 32837 (b)(6)

From: Lewis, Ronald LTG SD
To: SecDef (b)(6)
Cc: "Ashton Carter"
Subject: FW: Commentary: Conditions for the Iran Nuclear Deal
Date: Monday, August 17, 2015 4:07:20 PM

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: Work, Robert HON SD
Sent: Monday, August 17, 2015 12:26 PM
To: Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
Cc: Mears, Zachary SES SD; Munsch, Stuart RDML SD
Subject: FW: Commentary: Conditions for the Iran Nuclear Deal

(b)(6)

Best, Bob

-----Original Message-----
From: (b)(6)
Sent: Monday, August 17, 2015 10:15 AM
To: Work, Robert HON SD
Subject: Commentary: Conditions for the Iran Nuclear Deal

Bob

(b)(6)

http://www.defensenews.com/story/defense/commentary/2015/08/16/commentary-conditions-iran-nuclear-deal/31721395/.

Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HON SD; (b)(6) ; SecDef Ron Lewis (b)(6)
Subject: Fwd: Inquiry/ Thank you
Date: Sunday, August 16, 2015 4:43:04 PM

(b)(5)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: August 16, 2015 at 2:52:57 PM EDT
To: Ashton B. Carter (b)(6)
Subject: Re: Inquiry/ Thank you

Forgot to ask you if you can please have an initiative to have more accessible areas in our communities to enjoy the beauty of nature even if they are disable.

Encourage people to " Don't look the disability help us reach the possibilities" We are trying very hard to give our guys the best of everything.

Thank you for all you do!

Love,

(b)(6)

"Warriors First"
Sent from my Sprint phone.

----- Reply message -----
From: "Ashton Carter" (b)(6)
To: (b)(6)
Subject: Inquiry/ Thank you
Date: Sun, Aug 16, 2015 12:00 PM

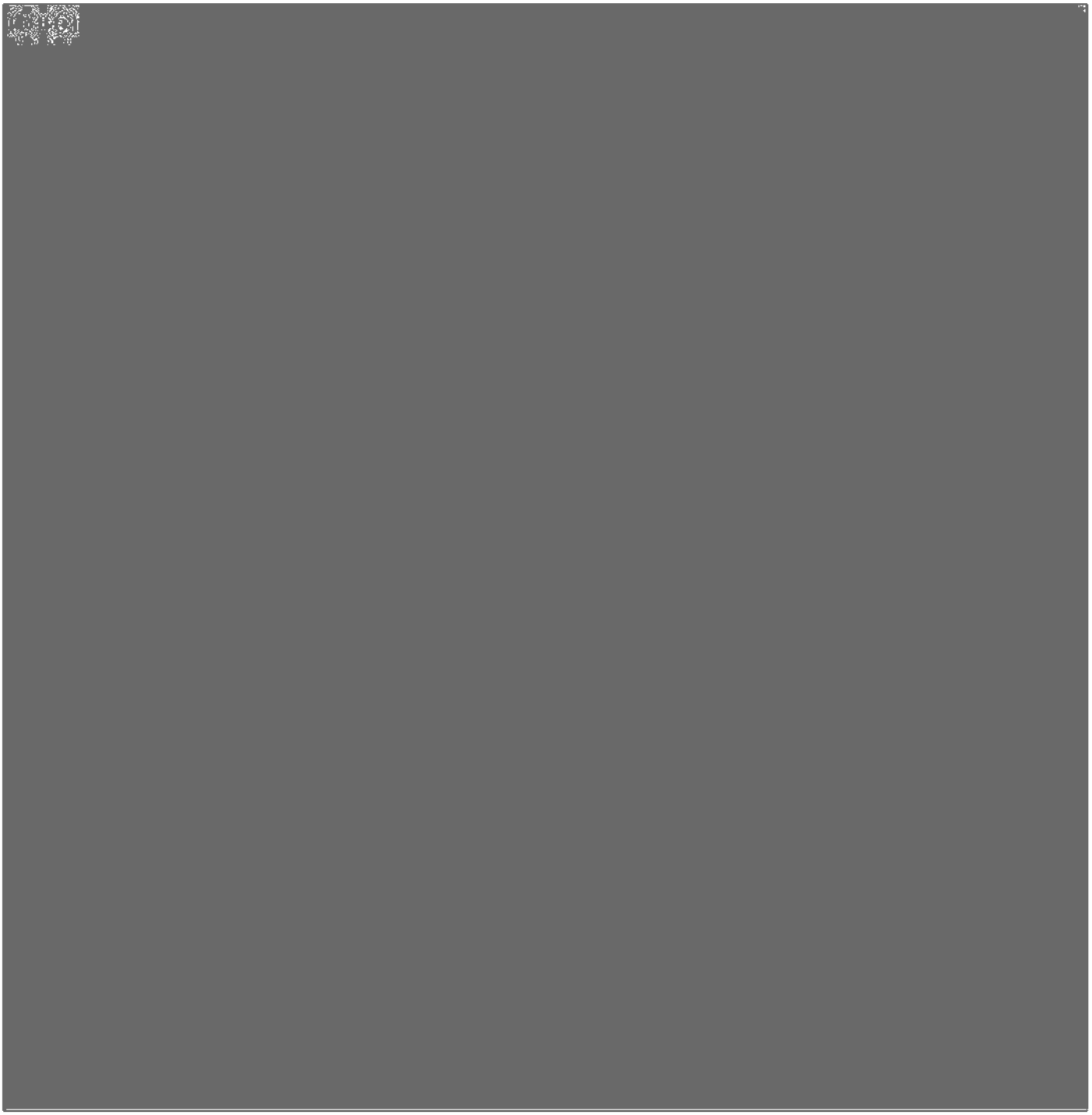
Hi guys -- just wanted to confirm I got this and will work it! Xo

Sent from my iPhone

On Aug 2, 2015, at 2:51 PM, (b)(6) wrote:

Dear Dr. Carter,

I trust you with all my heart and I know you will try.



The message I am trying to send too, of for our new generations, my boys wanted to be

soldiers now they are devastated, they see my fight and all the problems and they can't understand why is so difficult to survive. However I continue reassure them that everything will be ok.

I don't want to frustrate you with all this but you are my only Hope and Trust!

Please let me know if there is anything I can do to help and if there is anything I have to learn to make this better.

I will forward you another email from the doctor so you can read too.

Thank you for taking the time to read all my notes and thank you for keeping me strong! You have no idea how grateful we are for both of you!.You two keep us strong! And don't worry I will never quit!

Lot's of Love and hugs! And always in our prayers!

v/r



"Warriors First"

Sent from my Sprint phone.

----- Reply message -----

From: "Ashton Carter" (b)(6)

To: (b)(6)

Subject: Inquiry/ Thank you

Date: Sun, Aug 2, 2015 10:24 AM

Hi (b)(6) trust me, I will do everything possible. Love, Ash

Sent from my iPhone

On Aug 1, 2015, at 12:38 PM, (b)(6) wrote:

Dr. Carter,

This is an attempt to show you that I have tried to reach out to the leadership to bring our concerns however we aren't important to have a few minutes with the Chief Staff of the Army. I am grateful for the opportunity that LTG Horoho took the time after

two months to give us time to speak to us.





I am sorry I share my frustration at the wrong place, I don't know how to make it better, and we work so hard every day to help him to recover fast and he can find a job that meet the Army requirements to be there.

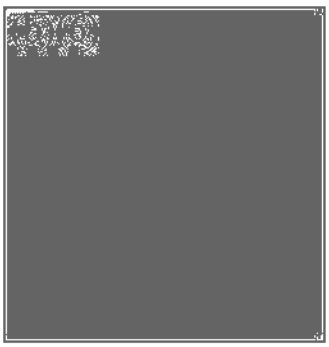
Please help me, you will see that know that they want to continue the board, I will start to face the challenge of no therapy or less therapy.



Please encourage the leadership to create a team that can provide feedback, issues and concerns to the senior level and remind them we are a human beings trying our best every day!

God bless!

v/r



"Warriors First"

Sent from my Sprint phone.

----- Forwarded message -----

From: [redacted]

To [redacted]

Subject: Delivery Status Notification (Failure)

Date: Sat, Aug 1, 2015 11:25 AM

This is an automatically generated Delivery Status Notification.

Delivery to the following recipients failed.



<mime-attachment>

<mime-attachment>

<IMG_19411.jpg>

<IMG_23411.jpg>

<IMG_22881.jpg>

<IMAG4427.jpg>

<IMG_20131117_205623_0_.jpg>

<IMG-20150313-WA0006.jpg>

<IMG-20150313-WA0005.jpg>

From: Ashton Carter
To: Lewis, Ronald LTG SD
Cc: Rosenbach, Eric HON SD; SecDet (b)(6)
Subject: Re: Inquiry/ Thank you
Date: Sunday, August 16, 2015 12:46:28 PM

Rgr

Sent from my iPhone

> On Aug 16, 2015, at 12:03 PM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> Let me work this one. The Army Surgeon General called me before she met with (b)(6)
> Vr
> Ron
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: August 16, 2015, 11:59 AM EDT
> To: (b)(6) Ron Lewis (b)(6) Rosenbach, Eric HON SD (b)(6) SecDet (b)(6)
> Subject: Fwd: Inquiry/ Thank you
>
>
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> From: (b)(6)
> To: "Ashton B. Carter" (b)(6)
> Subject: Re: Inquiry/ Thank you
>
>
> Dear Dr. Carter,
>
> I trust you with all my heart and I know you will try.

(b)(6)

[redacted]

>
> The message I am trying to send too, of for our new generations, my boys wanted to be soldiers now they are devastated, they see my fight and all the problems and they can't understand why is so difficult to survive. However I continue reassure them that everything will be ok.
>
> I don't want to frustrate you with all this but you are my only Hope and Trust!
>
> Please let me know if there is anything I can do to help and if there is anything I have to learn to make this better.
>
> I will forward you another email from the doctor so you can read too.
>
> Thank you for taking the time to read all my notes and thank you for keeping me strong! You have no idea how grateful we are for both of you!.You two keep us strong! And don't worry I will never quit!
>
> Lot's of Love and hugs! And always in our prayers!
>
> v/r

[redacted]

> "Warriors First"
> Sent from my Sprint phone.
>
> ----- Reply message -----
> From: "Ashton Carter" [redacted]
> To: [redacted]
> Subject: Inquiry/ Thank you
> Date: Sun, Aug 2, 2015 10:24 AM
>
> Hi [redacted] -- trust me, I will do everything possible. Love, Ash
>
> Sent from my iPhone
>
> On Aug 1, 2015, at 12:38 PM, [redacted] wrote:
>
>
>
>
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>
>
>
> Dr. Carter,
>
>
>
>
>
> This is an attempt to show you that I have tried to reach out to the leadership to bring our concerns however we aren't important to have a few minutes with the Chief Staff of the Army. I am grateful for

the opportunity that LTG Horoho took the time after
> two months to give us time to speak to us.
>
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>
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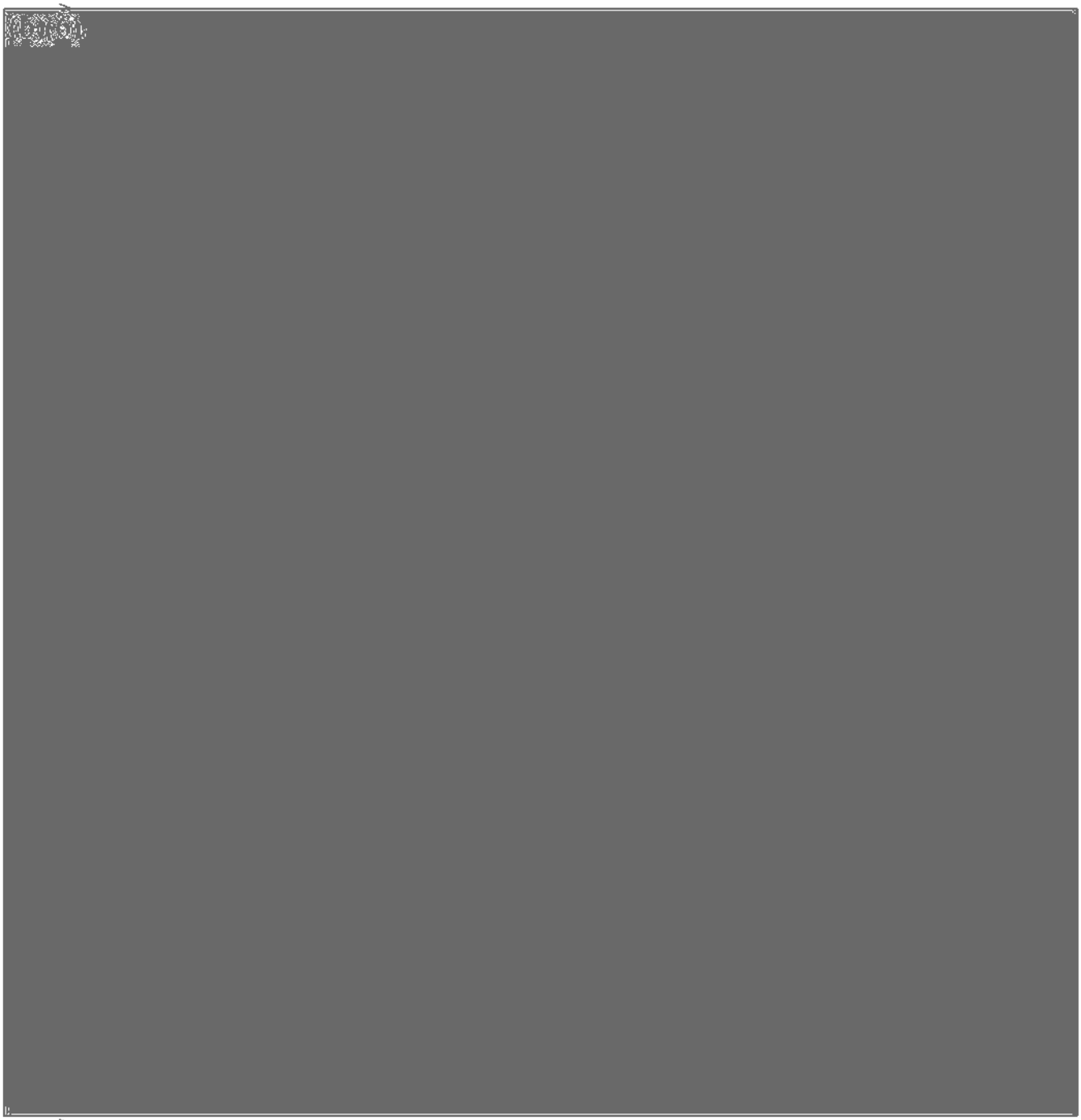
>



>
>
>
>
>
> Please encourage the leadership to create a team that can provide feedback, issues and concerns to the senior level and remind them we are a human beings trying our best every day!
>

> God bless!
>
> v/r
>
> [redacted]
>
> "Warriors First"
>
> Sent from my Sprint phone.
>
> Sent from my Sprint phone.
>
> ----- Forwarded message -----
>
> From: [redacted]
>
> To: [redacted]
>
> Subject: Delivery Status Notification (Failure)
>
> Date: Sat, Aug 1, 2015 11:25 AM
>

>
>
>
>
>
> This is an automatically generated Delivery Status Notification.
>
>
>
> Delivery to the following recipients failed.
>
>

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>
> <mime-attachment>
> <mime-attachment>

From: (b)(6)
To:
Subject: Re: Fwd: NYC Cyber day
Date: Sunday, August 16, 2015 12:18:57 PM

Thank you

From: Ashton Carter (b)(6)
Sent: Sunday, August 16, 2015 12:02 PM
To: (b)(6)
Subject: Fwd: NYC Cyber day

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: August 10, 2015 at 4:32:36 PM EDT
To: "Dr. Ash Carter" (b)(6)
Subject: NYC Cyber day

Hi Ash – I hope you are well. I was asked by the folks at the West Point Cyber Institute to assist them on planning for a cyber day event in NYC on Wednesday September 30. The goal is to bring together C level (ideally CEO) executives from the private sector along with some senior military personnel to discuss relevant and timely cyber topics. The other motive is to provide some visibility for the private sector into what the ACI is doing in the hopes of spurring interest in the Center and support for it and the programs. This is an offshoot to the joint academy cyber day we held at USMA in May which was a great success and provided all the academies with face time with senior execs in the private sector (all grads). The NYC event is not alumni only so opening the aperture for visibility and collaboration. As an aside, one small outcome from the USMA cyber day was Palo Alto Networks having a cadet intern this summer who is on the cyber track. Those are the kinds of programs the ACI is pushing with the private sector. The draft agenda is below as well as the invite list so you can see who is targeted. You may have already received an invite to this through your staff but I wanted to also pass along just in case. I never want to abuse this email address so will only ever send anything that is of this nature that may interest you.

Thanks for all you are doing

(b)(6)

0730 Breakfast begins

0800 Introductory remarks by Mike Franzino or LTG(R) Hagenbeck

0810 Coach Krzysewski remarks

0825 CSA remarks by GEN Milley or GEN(R) Odierno

0840 most senior DoD representative remarks

0900 Panel discussion (TBD: Senior military leaders or senior corporate leaders)

0940 Panel Q&A

0955 Closing remarks by LTG Caslen

1000 Conclusion and networking

From: Lewis, Ronald LTG SD
To: (b)(6)
Subject: Re: (b)(5)
Date: Sunday, August 16, 2015 12:00:24 PM

Will do

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: August 16, 2015, 11:58 AM EDT
To: Lewis, Ronald LTG SD (b)(6)
Subject: Re: (b)(5)

Let's get frank in for a convo.

Sent from my iPhone

> On Aug 13, 2015, at 5:38 PM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> Sir,
> FYSA from Kendall.
> Vr
> Ron
>
> LTG Ron Lewis
> SMA to SecDef
(b)(6)
>
> -----Original Message-----
> From: Kendall, Frank III HON OSD OUSD ATL (US) (b)(6)
> Sent: Thursday, August 13, 2015 3:37 PM
> To: Carter, Ashton HON SD
> Cc: Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
> Subject: (b)(5)
>
> Secretary,

(b)(5)

[redacted]

> DSB: thanks so much for making the time to speak at their dinner and hear their out brief. [redacted] is doing a great job of making the board relevant and active and this will help immensely.
>
> Last item: Since you came back I've had exactly one meeting with you to update you on what I'm doing. I'd really appreciate an opportunity to do so again soon.
>
> Thanks,
> Frank
>
> Frank Kendall
> USD (AT&L)
[redacted]

>

From: Ashton Carter
To: Rosenbach, Eric HON SD; Ron Lewis; SecDef [redacted]
Subject: Fwd: Palo Alto
Date: Sunday, August 16, 2015 11:58:54 AM

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: August 2, 2015 at 5:10:24 PM EDT
To: Ashton B. Carter [redacted]
Subject: Fwd: Palo Alto

Sorry, forget to send you the email from the doctor.

Hugs!

[redacted]
"Warriors First"
Sent from my Sprint phone.

----- Forwarded message -----
From: [redacted]
To: [redacted]
Subject: Palo Alto
Date: Sun, Aug 2, 2015 5:04 PM

From: [redacted]
To: [redacted]
Subject: Re: Palo Alto
Date: Sat, 18 Jul 2015 23:15:21 +0000

[redacted]

I'm really sorry for not writing yesterday. After we spoke, I brought my computer to get fixed and although I fixed the security issue, I now no longer can get on line. Somehow they de-activated the wireless access. I am therefore trying to type on my blackberry, so please excuse my clumsy thumbs...

[redacted]

[redacted]

[redacted] you have the entire nation behind you and him. The military health care and VA medical system exist for this primary mission and it is truly an honor to take care of those who have sacrificed so much.

[redacted]

From: [redacted]
Sent: Saturday, July 18, 2015 06:50 PM Coordinated Universal Time
To: [redacted]
Cc: [redacted]
Subject: Palo Alto

[redacted]

I hope you are doing well.

[redacted]

Looking for resources and possibilities to a better quality of life is our goal however every time we try to engage or have a new experience with the VA System they always failed our request or don't have the care that we need.

This time I was so excited to start a new relationship with the confidence to receive a great welcome and do what they supposed to do, "Take care and provide the best quality of care and treatment to our soldiers" but again, here I am disappointed!! We can't trust the system and we can't believe what they said. Actions speak louder than words.

If you can please describe and provide me an outline I will appreciate it, I am in the process to bring my issue and concerns to another level, this time I want to let the Secretary of the VA, Mr.McDonald's and the Secretary of Defense, Dr. Carter, for them to to know how difficult and complicated is to navigate the system even with the referral of the best Physical Medicine Rehabilitation doctors, Dr. Paul Pasquina!

[redacted] no words to express my gratitude for all you have done and continue to do for the most severe warriors [redacted] your dedication, advocacy and efforts are paying off, [redacted] continue with faith, hope and determination to never give up and never and never be defied by the war has left us, serving this country with honor and very proud to be a wounded family! Despite all the difficulties we continue believe that we belong to the best institution of the world, the Armed Forces and the no soldier will left behind and we need to make sure we take care

of all of them and there amazing families. No one will ever have the passion and love n our commitment to offer a better quality of life and care for them.

Looking forward to your help to advocate and create awareness to encourage our people to their job and continue this mission!

God blessed you and your family!

Thank you for all you do!

v/r

(b)(6)

"Warriors First"
Sent from my Sprint phone.

From: Lewis, Ronald LTG SD
To: "Ashton Carter"
Cc: SecDef (b)(6)
Subject: RE: Tomorrow for CSA event
Date: Thursday, August 13, 2015 6:55:39 PM

Copy, we'll be ready to turn them.
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Thursday, August 13, 2015 6:54 PM
To: Lewis, Ronald LTG SD
Cc: SecDef (b)(6)
Subject: Re: Tomorrow for CSA event

I will be in earlier. Have changes to CSA speech.

Sent from my iPhone

On Aug 13, 2015, at 5:40 PM, Lewis, Ronald LTG SD (b)(6) wrote:

SD
(b)(6) is not/not attending the CSA event tomorrow. We'll see you in the building if you decide to come in earlier.
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

From: (b)(6)
To: Ashton Carter ; Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
Cc:
Subject: (b)(5),(b)(6)
Date: Thursday, August 13, 2015 4:12:22 PM
Attachments: (b)(5)

From: Ashton Carter
To: Ron Lewis; SecDe [redacted]
Subject: Odierno speech
Date: Wednesday, August 12, 2015 5:26:06 PM

[redacted]

Sent from my iPhone

From: Ashton Carter
To: [redacted]
Subject: Fwd: regards
Date: Tuesday, August 11, 2015 6:08:39 PM
Attachments: Letter to Ash_PDF.pdf
ATT00002.htm

Sent from my iPhone

Begin forwarded message:

From: [redacted]
Date: August 8, 2015 at 9:56:02 PM EDT
To: [redacted]
Subject: regards

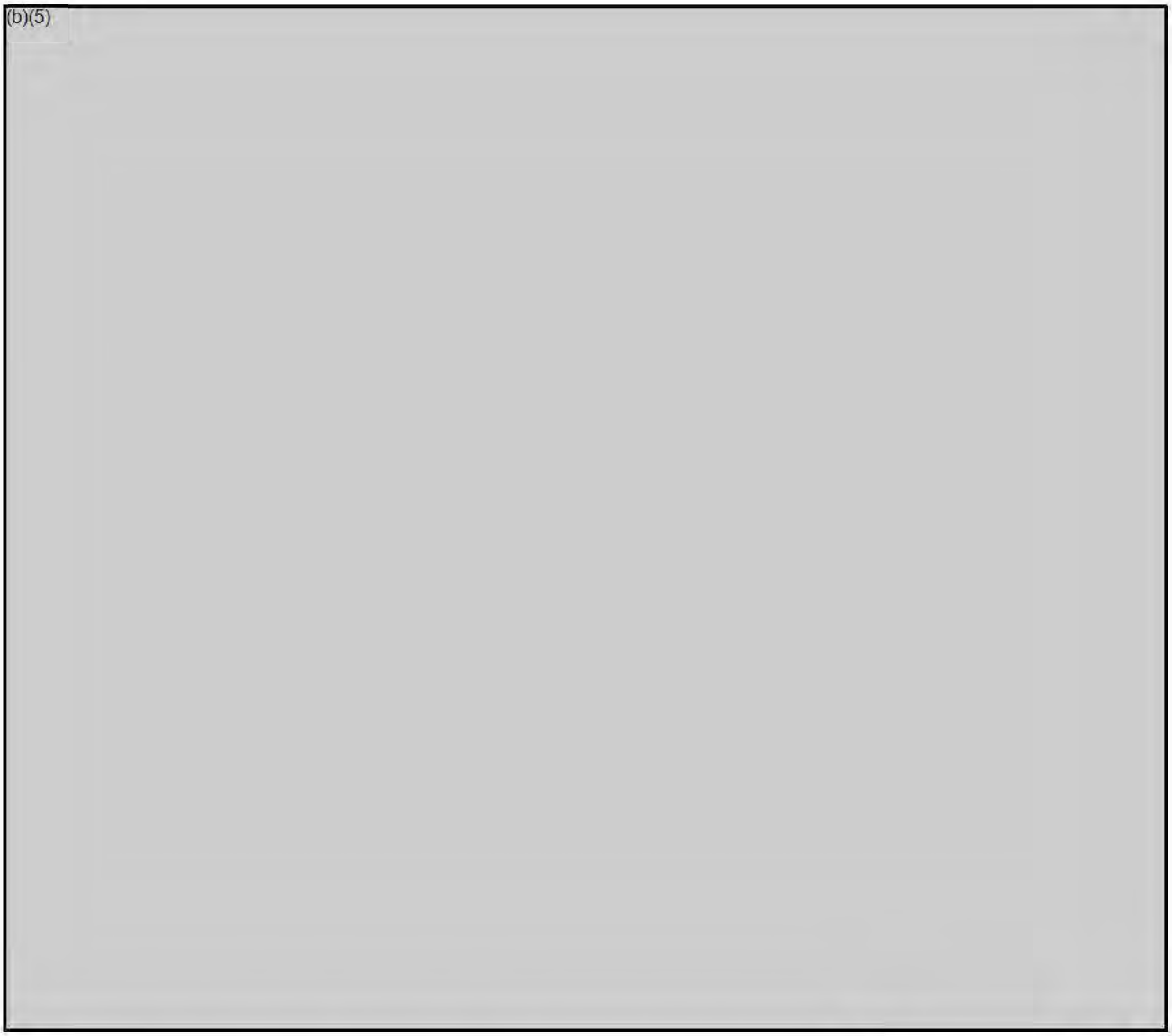
HAZ International

August 5, 2015

Dear Ash,

First of all, I want to thank you for meeting me. As always, our meeting was pleasant, friendly and open. Our deep friendship carries a great value for me because we are human beings who feel comfortable with each other – and therefore, our friendship is timeless.

(b)(5)



H.A.Z. - International Ltd. | 6 HaHoshlim St. | P.O. Box 12590 | Herzliya 46733 Israel | (b)(6)

HAZ International

(b)(5)

HAZ International

(b)(5)

I hope you (b)(6) are doing well, and I hope to see you again soon (no need to wait another two years).

Most respectfully and with a lot of love,

(b)(6)

From:	Ashton Carter
To:	(b)(6)
Subject:	Fwd: Critical Editorial by John Longhurst on China"s passive-aggressive strategies: "What America"s "Strategy Atrophy" Means".
Date:	Tuesday, August 11, 2015 6:07:35 PM
Attachments:	LonghurstEditorial.pdf ATT00002.htm

Plz print tmrw

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
To: (b)(6)
Subject: Critical Editorial by John Longhurst on China's passive-aggressive strategies: "What America's 'Strategy Atrophy' Means".

Secretary Carter:

I thought this Editorial from John Longhurst was important enough to bring to your attention personally. It is targeted at China's systemic pattern of passive-aggressive strategies, ranging from cyber, to diplomatic and economic means. I have known John for years. This is clearly one of his most-complete, and most-provocative pieces, with a clear call-to-action.

(b)(6)

(b)(4)

(b)(4)

(b)(4)

(b)(4)

(b)(4)

(b)(4)

From: Ashton Carter
To: Zoe Baird
Subject: Re: Defense Policy Board SEPTEMBER
Date: Tuesday, August 11, 2015 12:38:19 PM

Hi z -- will check. Ash

Sent from my iPhone

> On Aug 11, 2015, at 8:55 AM, Zoe Baird [redacted] wrote:
>
> Ash
> [redacted]
> Thanks
> Zoe
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> From: "[redacted]
> Date: August 11, 2015 at 9:40:11 AM MDT
> To: Zoe Baird [redacted]
> Cc: [redacted]
> Subject: RE: Defense Policy Board SEPTEMBER
>
> Good morning,
> [redacted]
>
> I will continue to include you in all emails regarding the meetings just in case things change.
>
> Kind regards, [redacted]
>
>
> -----Original Message-----
> From: Zoe Baird [redacted]
> Sent: Tuesday, August 11, 2015 11:24 AM
> To: [redacted]
> Cc: [redacted]
> Subject: Re: Defense Policy Board SEPTEMBER
>
> Yes I will attend. Thanks.
>
> Sent from my iPhone
>
> On Aug 5, 2015, at 8:46 AM, [redacted] wrote:
>
> Good morning,
>

> Confirmation from the Secretary's office: The next DPB meeting will be September 21-22, 2015. Topic is still TBD. It will be all day on the 21st and on the 22nd we will conclude at 1100. Please let me know if you will be attending. Thank you.
>
> Regards, (b)(6)

From:
To:
Cc: SecDef
Subject: Re:
Date: Monday, August 03, 2015 3:54:39 PM

----- Original Message -----
From: (b)(6)
Sent: Monday, August 03, 2015 11:49 AM
To: (b)(6)
Cc: SecDef
Subject: Re: (b)(5)

Copy. I will make arrangements

----- Original Message -----
From:
Sent: Monday, August 03, 2015 11:48 AM
To: (b)(6)
Cc: SecDef
Subject: Re:

Sent from my iPhone

> On Aug 3, 2015, at 11:41 AM, wrote:
>
> Secretary Carter-
>
>
>
> Let me know what you would like to do and I will coordinate

(b)(6)

From: Rosenbach, Eric HON SD
To: "Ashton Carter"
Cc: SecDef [redacted] Ron Lewis
Subject: RE: A few things...
Date: Friday, July 17, 2015 7:07:44 AM

Sir --

[redacted]

Best, Eric

-----Original Message-----
From: Ashton Carter [redacted]
Sent: Thursday, July 16, 2015 4:59 PM
To: Rosenbach, Eric HON SD
(b)(6) Cc: SecDef [redacted] Ron Lewis
Subject: Fwd: A few things...

FYI. I'll call him. [redacted]

Sent from my iPhone

Begin forwarded message:

> From: Geoff Morrell [redacted]
> Date: July 16, 2015 at 2:41:01 PM EDT
> To: Ash Carter [redacted]
> Subject: A few things...
>
> Ash
>
> [redacted]
>
> No rush. I know you are busy. Whenever is convenient.
> Best, Geoff
>
> Geoff Morrell

From: Rosenbach, Eric HON SD
To: (b)(6) Lewis, Ronald LTG SD
Subject: Re: Fwd: The Brits
Date: Saturday, July 11, 2015 12:25:14 PM

Got it, sir. I'll give you more background on the (b)(5)
Eric
Eric Rosenbach
DoD CoS
(b)(6)

From: Ashton Carter (b)(6)
Sent: Saturday, July 11, 2015 12:18 PM
To: Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
Subject: Fwd: The Brits

Sent from my iPhone

Begin forwarded message:

From: Peter Westmacott (b)(6)
Date: July 11, 2015 at 11:01:58 AM EDT
To: Ash Carter (b)(6)
Subject: The Brits

Dear Ash,

(b)(5)

Peter

Sent from my iPhone

-----Original Message-----
From: Lewis, Ronald LTG SD
Sent: Saturday, July 11, 2015 10:23 AM
To: [redacted]
Subject: RE: Aft

Copy

---- Original Message ----

From: Ashton Carter [redacted]
Date: July 11, 2015, 10:11 AM EDT
To: Ron Lewis [redacted] Rosenbach, Eric HON SD [redacted] SecDef [redacted]
(b)(6)
CC: (b)(6) [redacted]
Subject: Aft

Hi guys -- looks like some dead time from 12 to 230. I'll want to fiddle with and internalize speech, plus we can do some other paperwork. We can hang at restaurant or get some privacy at conv cntr. Ash

Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: (b)(6) SecDef (b)(6)
Subject: Re: Speech time
Date: Saturday, July 11, 2015 8:13:29 AM

Ok tnx

Sent from my iPhone

> On Jul 11, 2015, at 8:06 AM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir:
> The conference starts at 1530 - you're the opening speaker - so it's unfortunately not possible to slide it earlier.
> Eric
>
> Eric Rosenbach
> DoD CoS
(b)(6)
>
> ----- Original Message
> From: Ashton Carter [(b)(6)
> Sent: Saturday, July 11, 2015 07:20 AM
> To: Rosenbach, Eric HON SD; Ron Lewis (b)(6) SecDef (b)(6)
> Subject: Speech time
>
> Looks later. 340. I suppose no chance of sliding earlier....?
>
> Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HQN SD; Ron Lewis; SecDef
Cc: (b)(6)
Subject: Fwd: thank you
Date: Saturday, July 11, 2015 7:17:44 AM

Sent from my iPhone

Begin forwarded message:

From: Sheryl Sandberg (b)(6)
Date: July 10, 2015 at 7:06:33 PM EDT
To: (b)(6)
Cc: [redacted]
Subject: thank you

Secretary Carter,

Thank you for your time yesterday – and the truly inspiring conversation. I have no doubt that true equality will be part of your lasting legacy -- and we are thrilled for your continued Facebook usage.

I am here to help on both anytime.

Thrilled to get the Lean In Circles meeting scheduled for Sept!

Yours, warmly,

Sheryl

sheryl sandberg | chief operating officer | Facebook
1 facebook way | menlo park, ca | 94025
(b)(6)

From: [redacted]
To: Lewis, Ronald LTG SD; Ashton Carter Carter
Subject: Spouse names
Date: Friday, July 10, 2015 6:17:47 PM



-----Original Message-----
From: Lewis, Ronald LTG SD
Sent: Friday, July 10, 2015 4:59 PM
To: (b)(6)
Subject: FW: Carter Calls Bragg Troops 'Tip of Spear' for New Strategic Era

---- Original Message ----

From: DoD News, Defense Media Activity (b)(6)
Date: July 10, 2015, 4:02 PM EDT
To: Lewis, Ronald F LTG USARMY (US) (b)(6)
Subject: Carter Calls Bragg Troops 'Tip of Spear' for New Strategic Era

You are subscribed to DoD News, Defense Media Activity for U.S. Department of Defense. This information has recently been updated, and is now available.

Carter Calls Bragg Troops 'Tip of Spear' for New Strategic Era [http://www.defense.gov/news/newsarticle.aspx?id=129255&source=GovDelivery] 07/10/2015 02:41 PM CDT

Carter Calls Bragg Troops 'Tip of Spear' for New Strategic Era

By Jim Garamone
DoD News, Defense Media Activity

WASHINGTON, July 10, 2015 - Defense Secretary Ash Carter thanked soldiers at Fort Bragg, North Carolina, today for their past service and said they will be the "tip of the spear" for the new strategic era the world is entering.

Carter viewed exercises featuring Special Forces and airborne soldiers before holding a town hall meeting with troops.

"We have, as you well know, been understandably, totally and very successfully focused on Iraq and Afghanistan," Carter said. "From the point of view of the proficiency and skill and dedication of you, there's no question that it was a spectacular and remains a spectacular performance. This is the finest fighting force the world has ever known."

Future Ops Rely on Agility, Rapid Impact

But that era is ending, and new challenges and threats are waiting, he said.

The strategy calls for the U.S. military to move in a different direction while still incorporating the lessons learned from 14 years of war. The American military must be proficient in responding to all levels of threats, he said, from full-spectrum operations against a peer opponent to "the sort of ISIL-type threat that poses a different set of problems."

Operations in the future will rely on combat power built upon the agility and rapid impact of airborne and special operations forces and the other units that are represented at Fort Bragg, Carter said.

Protecting America is at the heart of this strategy, but at the same time there exists the mission of safeguarding the rest of the world, in part to prevent trouble from reaching the United States, Carter said. "But [also] in part because we have values we stand for and very few countries can combine the principles and values that we stand for with the awesome combat power that you represent."

Service Drawdowns

Carter addressed the Army drawdown from 490,000 active duty soldiers to 450,000 over the next two fiscal years. The reductions were introduced five years ago and coincided with the winding down of the wars in Iraq and Afghanistan, the secretary said. "It's a reshaping of the force," he said. We've tried to do it in a measured and steady way, but that's where we are going."

The re-sizing is being done for strategic reasons -- to free up money and resources for other priorities. The military must keep a balance between today's readiness and being set for the future. Pay and benefits, force structure, training and modernization must be in balance, the secretary said. The re-shaping helps to do this.

Modern Challenges of Service

Carter believes the other services will follow the Navy's lead on giving 18 weeks of maternity leave for sailors and Marines. "We need really good people, but really good people also want a life," the secretary said. He noted that in most military families, the spouse works outside the home and service members now deploy far more than in the past.

"Military life will never be like life elsewhere - you make a sacrifice because you love the country and you love being part of something bigger than yourself," Carter said. "But we shouldn't make that sacrifice bigger than it has to be. We've got to keep thinking, sensing and adjusting, not just living with old regulations that harken back to a different era."

Biographies:
Ash Carter [http://www.defense.gov/bios/biographydetail.aspx?biographyid=186&source=GovDelivery]

Related Sites:
Fort Bragg [http:/www.bragg.army.mil?source=GovDelivery]

[http://content.govdelivery.com/accounts/USDOD/bulletins/10e90bd?reqfrom=share]

Defense Department News Through Facebook on the DoD News Facebook page, you can post comments and share news, photos and videos on the DoD News Facebook page. Go to https://www.facebook.com/pages/DoD-News/808154485884259 [https://www.facebook.com/pages/DoD-News/808154485884259?source=GovDelivery] or search for DoD News at Facebook.com.

Update your subscriptions, modify your password or e-mail address, or stop subscriptions at any time by clicking on your 'User Profile' page at

https://public.govdelivery.com/accounts/USDOD/subscriber/edit?preferences=true#tab1. You will need to use your email address to log in. If you have questions or problems with the subscription service, please visit subscriberhelp.govdelivery.com [https://subscriberhelp.govdelivery.com/].

Have another inquiry? Visit the online FAQ at http://www.defense.gov/landing/questions.aspx [http://www.defense.gov/landing/questions.aspx?source=GovDelivery] for up-to-date information.

Get the help you, your family, and fellow service members need, when you need it. Visit www.WarriorCare.mil [http://www.warriorcare.mil/?source=GovDelivery] to learn more.

Check out the National Resource Directory at www.nationalresourcedirectory.org [http://www.nationalresourcedirectory.org/?source=GovDelivery], a new web-based resource for wounded, ill and injured service members, veterans, their families, families of the fallen and those who support them from the Departments of Defense, Labor, and Veterans Affairs.

This service is provided to you at no charge by U.S. Department of Defense. Visit us on the web at http://www.defense.gov/ [http://www.defense.gov/?source=GovDelivery].

Updates from the U.S. Department of Defense

From: Lewis, Ronald LTG SD
To: "Ashton Carter"; Rosenbach, Eric HON SD; Ron Lewis; SecDef (b)(6)
Subject: RE: Mike Bloomberg
Date: Thursday, July 09, 2015 5:20:39 PM

Too easy.

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Thursday, July 09, 2015 10:08 PM
To: Rosenbach, Eric HON SD; Ron Lewis; SecDe (b)(6)
Subject: Mike Bloomberg

I missed him. Can you send note if I draft. Also want to do thank yous

Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: (b)(6) SecDe (b)(6)
Subject: Re (b)(5)
Date: Tuesday, July 07, 2015 7:37:16 PM

Tnx for feedback e

Sent from my iPhone

> On Jul 7, 2015, at 5:57 PM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir -
> Roger on both - since I used to follow (b)(5) I sure didn't hear anything incorrect that I remember, but I'll definitely follow up w/ work and also touch base with the (b)(5)

> Eric
>
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Tuesday, July 07, 2015 05:41 PM
> To: Rosenbach, Eric HON SD; Ron Lewis (b)(6) SecDef (b)(6)
> Subject: (b)(5)
>
> Went well. But before (b)(5)

>
> Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: SecDef (Lewis, Ronald LTG SD
Subject: Re: talks
Date: Tuesday, July 07, 2015 7:33:11 PM

Sent from my iPhone

On Jul 7, 2015, at 6:54 PM, Rosenbach, Eric HON SD wrote:

Sir:
See below update from Christine on . Please let me know if you have any questions or concerns.
Vr, Eric

From: Wormuth, Christine E CIV OSD OUSD POLICY (US)
Sent: Tuesday, July 07, 2015 06:49 PM
To: Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
Cc: (b)(6) Slotkin, Elissa B SES OSD OUSD POLICY (US); McKeon, Brian P HON OSD OUSD POLICY (US)
Subject: talks

Gents- pls pass to the Secretary:

More to follow. Best, CEW
Sent from my BlackBerry 10 smartphone.

From: Lewis, Ronald LTG SD
To: (b)(6)
Cc: Rosenbach, Eric HON SD
Subject: FW: NEW: (b)(5)
Date: Friday, September 04, 2015 7:43:10 AM

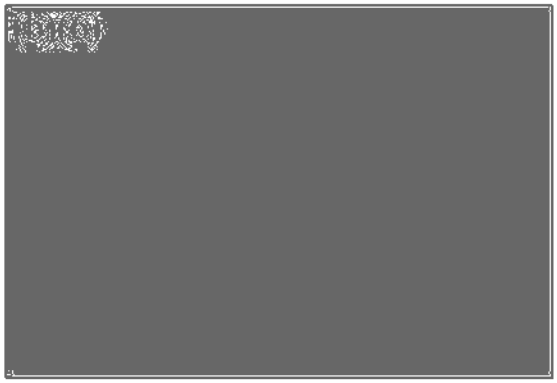
Let's talk about how to adjust

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message
From: Ashton Carter (b)(6)
Sent: Friday, September 04, 2015 7:23 AM
To: Lewis, Ronald LTG SD
(b)(6) Cc: SecDef
Subject: Re: NEW: (b)(5)
(b)(5)
Sent from my iPad

> On Sep 4, 2015, at 6:28 AM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> SD,
(b)(5)
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: (b)(6)
> Date: September 3, 2015, 7:59 PM EDT
> To: SD - Front Office (b)(6)
> Subject: NEW: (b)(5)
>
> Ron, Eric --
>
> Please see below and advise if SD accepts to attend (b)(5)
>
(b)(5)
>
> (At NATs game right now so should be home by 2300)
>
> ----- Original Message -----
> From: (b)(6)
> Sent: Thursday, September 03, 2015 07:11 PM
(b)(6)
> Subject: RE: Invitation: (b)(5)
(b)(5)
>
> (b)(5)

(b)(5) Thank you!
>
> -----Original Message-----
(b)(6)
> Sent: Thursday, September 3, 2015 7:07 PM
(b)(6)
> Subject: RE: Invitation: (b)(5)
(b)(5)
>
(b)(6) apologies for the late notice, but there have been a few changes for tomorrow.
(b)(5)
(b)(5)
> Please confirm receipt and participation (b)(5) Thank you!
>
> -----Original Message-----
> From: (b)(6)
> Sent: Wednesday, September 2, 2015 10:44 AM
> To:
(b)(6)
> Subject: RE: Invitation: (b)(5)
(b)(5)
>
> Secretary Carter appreciates the kind invitation and accepts -- thanks!
>
(b)(6)
>
>
(b)(5),(b)(6)



From: (b)(6)
To: (b)(6) Ashton Carter Carter
Cc: Rosenbach, Eric HON SD; Lewis, Ronald LTG SD; (b)(6)
Subject: SD REGRET: Emil Michael in town/in building July 24
Date: Tuesday, July 07, 2015 4:07:24 PM

Sally,

Secretary Carter's international travel has firmed up and, as expected, he will not be available to meet with Emil Michael on 24 JULY.

Best,

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Friday, July 03, 2015 5:52 PM
To: Ashton Carter Carter
Cc: Rosenbach, Eric HON SD; Lewis, Ronald LTG SD; (b)(6)
Subject: Emil Michael in town/in building July 24

Dear Mr. Secretary,
I just wanted to let you know Emil Michael will be in the building on July 24 and if you had a few minutes I am sure he would love to stick his head in and say hello. Emil, as you know, spent a year with Secretary Gates and is now the SVP at Uber and spends a great deal of time in Asia. I know your schedule is hectic so completely understand if you don't have time--just wanted to let you know. I hit the team for SA.
Albest,
Sally

Sally Donnelly
CEO
SBD Advisors
1747 Pennsylvania Ave NW
Washington, DC 20006
(b)(6)

From: Lewis, Ronald LTG SD
To: SecDef (b)(6) Rosenbach, Eric HON SD; (b)(6)
Cc: (b)(6)
Subject: RE: Hi
Date: Tuesday, July 07, 2015 6:23:13 AM

Copy

---- Original Message ----

From: Ashton Carter (b)(6)
Date: July 7, 2015, 5:19 AM EDT
To: Ron Lewis (b)(6) Rosenbach, Eric HON SD (b)(6) SecDef (b)(6)
(b)(6)
CC: (b)(6)
Subject: Fwd: Hi

Sent from my iPhone

Begin forwarded message:

From: George Tenet (b)(6)
Date: July 6, 2015 at 10:34:44 PM EDT
To: (b)(6)
Subject: Hi

Ash, it's George Tenet -- hope you are well -- really looking forward to seeing you Wednesday

(b)(5)

There is a buffet dinner at Mr (b)(6 home Wednesday that you are invited to-- we can go to if you like, when you arrive. Your call entirely -- though interesting crowd. Attire is casual which means khakis and either a polo shirt or a buttoned down.

One issue to raise -- all of our sessions are totally off the record. No photos, no tweeting, no posting -- nada -- very old school. Our troops talking to your troops -- about all this.

Travel safely

George

Sent from my iPhone

~~This message is intended for the addressee only and may contain confidential or proprietary~~

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From: Rosenbach, Eric HON SD
To: [redacted] "SecDe[redacted]
Subject: Re: Statement
Date: Tuesday, July 07, 2015 5:23:53 AM

Got it sir - that's great - see you in a bit.
Eric

----- Original Message -----
From: Ashton Carter [redacted]
Sent: Monday, July 06, 2015 09:48 PM
To: Rosenbach, Eric HON SD; Ron Lewis [redacted] SecDe [redacted]
Subject: Statement

[redacted]

[redacted] Ash

Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HON SD; Ron Lewis; SecDef (b)(6
Subject: Delayed send
Date: Monday, July 06, 2015 9:49:32 PM

Hadn't heard back and just see now email didn't send a while ago. Sorry guys. But good news

Sent from my iPhone

From: (b)(6)
To: "Ashton Carter" (b)(6)
Cc: Rosenbach, Eric HON SD; Ron Lewis; SecDef
Subject: RE: From Ash
Date: Sunday, July 05, 2015 8:19:21 PM

Happy to support. I'll keep the cal free. My only hard constraint is a (b)(5) briefing on Tues afternoon. Otherwise good to go.

I can't take credit for the jungle gym metaphor for careers. It comes from Sheryl Sanberg and Reid Hoffman. The key stat that we know is that people in their first 10 years of a career are changing jobs more than the previous generation. And that is true for each of that past several generations and that is only going to continue. The escalator analogy is very apt. This should be well received by the leaders there. After all, every one of them is struggling with the notion of how to keep their work force engaged. Reid's last book argues that people are only interested in signing up for a "tour of duty". This hypothesis is well supported by the technology workforce and has been our way of attracting talent (not to mention mission).

If helpful, I'm happy to start digging and getting the roster of people and the people that will be most receptive, etc.

(b)(6)

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Sunday, July 05, 2015 3:26 PM
To: (b)(6)
Cc: Eric HON SD Rosenbach; Ron Lewis; secdef (b)(6)
Subject: From Ash

(b)(6) - thanks for your terrific input on sun valley (b)(5)

At Harvard this would be plagiarism but I'm boldly stealing your jungle gym metaphor if that's ok. Also, we are now more of an escalator than ladder: get on, stand still, and wait for it to carry you up the mil or GS ranks....

More thoughts on asks/deliverables, meetings, and tweets welcome.

We can make a lot happen. Appreciate your help. Ash

Sent from my iPhone

From: [redacted]
To:
Subject: Re: Docs
Date: Friday, July 03, 2015 8:32:14 AM

Sir,

I have all your documents in the hallway.

[redacted]

----- Original Message -----
From: Ashton Carter [redacted]
Sent: Friday, July 03, 2015 08:01 AM
To: [redacted]
Subject: Re: Docs

(b)(5)

I'll wait till [redacted] comes in

Sent from my iPad

> On Jul 3, 2015, at 7:55 AM, [redacted] wrote:
>
> Sir,

(b)(5)

[redacted] has not arrived yet. You have COCOM updates and another document. I can bring them down if you would like.
>
[redacted]

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: SecDef (b)(6)
Subject: Re: Monday (b)(5)
Date: Thursday, July 02, 2015 8:34:15 PM

COPY. GOOD. TNx

Sent from my iPad

> On Jul 2, 2015, at 7:58 PM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir -
>
> (b)(5) More details to follow.
> Best, Eric

From: Ashton Carter
To: Ron Lewis; SecDe[redacted]
Subject: [redacted]eemail
Date: Thursday, July 02, 2015 5:53:00 PM

[redacted]

Ash

Sent from my iPhone

(b)(6)

From: Lewis, Ronald LTG SD
To: SecDef [redacted] "Ashton Carter"
Subject: FW: NAVY YARD
Date: Thursday, July 02, 2015 8:24:11 AM

SD, FYSA

-----Original Message-----
From: Myers, Ross A RDML USN JS J3 (US) (b)(6)
Sent: Thursday, July 02, 2015 8:21 AM

Subject: NAVY YARD
Importance: High

CLASSIFICATION: UNCLASSIFIED

Chairman, Vice Chairman, and MG Lewis,

Initial Report and what we know at this time:

At 0751 EDT, Active Shooter 911 call for Washington Navy Yard. Three security vehicles responded regarding an active shooter on the second deck of bldg. 197. At this time, the security force is securing the building. There have been no reports of casualties at this time or confirmation of the number of shots fired.

- US Park Police confirm they are responding to the Navy Yard for a report of a possible active shooter

- The Navy Yard is on lockdown

More to follow when we know it.

Very Respectfully,
Ross

CLASSIFICATION: UNCLASSIFIED

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: Fanning, Eric HON SD; SecDef (b)(6)
(b)(5) Subject: Re: [redacted] lunch
Date: Wednesday, July 01, 2015 7:07:01 PM

Great tnx

Sent from my iPhone

> On Jul 1, 2015, at 6:58 PM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir -
> We have cards all done and ready to go - apologies if they didn't make it into your bag!
> Eric
>
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Wednesday, July 01, 2015 06:53 PM
> To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef (b)(6) Ron Lewis (b)(6)
Ron Lewis (b)(6)
(b)(5) > Subject: [redacted] lunch
>
> Guys -- just a note to say I'll need your ideas on what to raise w (b)(5) tmrw. Ash
>
> Sent from my iPhone

From: [redacted]
To: Ashton Carter
Cc: [redacted]
Subject: RE: welcome home
Date: Wednesday, July 01, 2015 10:57:46 AM

I'm in DC today but looks like your schedule too crowded. I'll be around if something opens up.

I'm back on Tuesday next week (July 7) if that works better for you. Suggest a time.

Best.

-----Original Message-----
From: Ashton Carter [redacted]
Sent: Monday, June 29, 2015 6:16 PM
To: [redacted]
Subject: Re: welcome home

(b)(6)

Hi [redacted] - yes I did what I intended, and yes also to eur postmodernism. Look forward to catching up. Will try to make something work wed but it's a stretch only because stuff piled up and it's a 4 day wk. ash

Sent from my iPhone

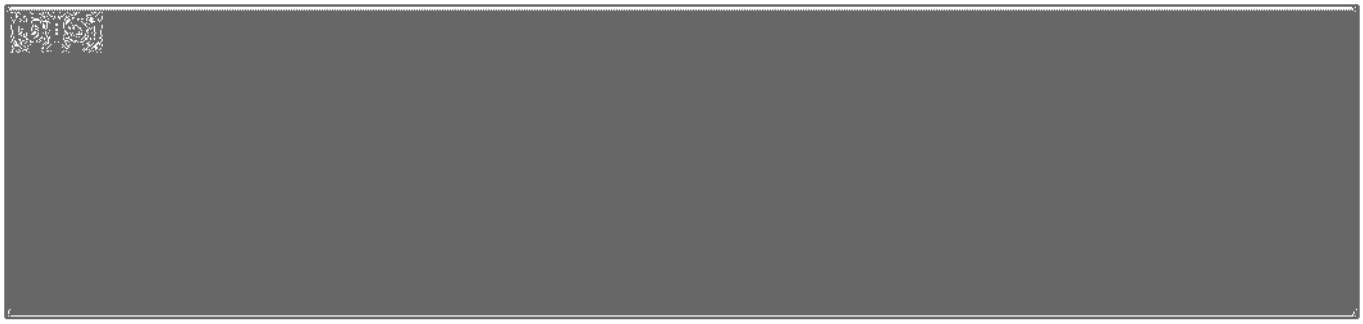
> On Jun 29, 2015, at 8:10 AM, [redacted] wrote:
>
> Congrats on successful trip--if grueling. Lots packed into few days [redacted] But you said let you know to see if can squeeze in. Can be flexible on time.
>
> Sent from my iPad

-----Original Message-----
From: Lewis, Ronald LTG SD
Sent: Wednesday, July 01, 2015 7:30 AM
To: 'Ashton Carter'
Subject: FW: (b)(5)

-----Original Message-----
From: Power, Samantha (b)(6)
Sent: Tuesday, June 30, 2015 4:37 PM
To: SecDef (b)(6)
Cc: (b)(6)
Subject: (b)(5)

Dear Ash,

(b)(5)



Samantha

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: Fanning, Eric HON SD; Lewis, Ronald LTG SD; SecDef (b)(6)
Subject: Re: N is staying overnight in anticipation
Date: Wednesday, July 01, 2015 6:52:16 AM

Will do

Sent from my iPad

> On Jul 1, 2015, at 6:01 AM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir:
(b)(5)
> Best, Eric
>
> -----Original Message-----
> From: Ashton Carter (b)(6)
> Sent: Wednesday, July 01, 2015 5:51 AM
> To: Fanning, Eric HON SD
> Cc: Lewis, Ronald LTG SD; Rosenbach, Eric HON SD; SecDef (b)(6)
> Subject: Re: N is staying overnight in anticipation
>
> Ron -- inform Dunford and Dempsey and Neller. This morn I will call Neller and Paxton. Tnx
>
> Sent from my iPhone
>
>> On Jul 1, 2015, at 1:15 AM, Fanning, Eric HON SD (b)(6) wrote:
>>
>> Good to go on multiple sources.
>>
>> -----Original Message-----
>> From: Ashton Carter (b)(6)
>> Sent: Tuesday, June 30, 2015 9:22 PM
>> To: Lewis, Ronald LTG SD
>> Cc: Rosenbach, Eric HON SD; SecDef (b)(6) Fanning, Eric HON SD
>> Subject: Re: N is staying overnight in anticipation
>>
>> Grrrr
>>
>> Sent from my iPhone
>>
>>> On Jun 30, 2015, at 9:20 PM, Lewis, Ronald LTG SD (b)(6) wrote:
>>>
>>> Tracking. Haven't heard anything from my contacts over there yet. Sure E will check with (b)(6) or (b)(6)
>>>
>>>
>>>
>>> ---- Original Message ----
>>>
>>> From: Ashton Carter (b)(6)
>>> Date: June 30, 2015, 9:04 PM EDT
>>> To: Fanning, Eric HON SD (b)(6) Ron Lewis (b)(6)
Rosenbach, Eric HON SD (b)(6) SecDe (b)(6)

>>> Subject: N is staying overnight in anticipation
>>>
>>> Dunford, Dempsey, and I need to know by latest early morn....
>>>
>>> Sent from my iPhone

From: Fanning, Eric HON SD
To: "Ashton Carter"; Rosenbach, Eric HON SD; SecDef [redacted] Ron Lewis; Ron Lewis (b)(6)
Subject: RE: Neller good to go??
Date: Wednesday, July 01, 2015 1:14:47 AM

Yes -- good to go!

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Tuesday, June 30, 2015 8:50 PM
To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef [redacted] Ron Lewis; Ron Lewis (b)(6)
Subject: Neller good to go??

Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef [redacted] Ron Lewis; Ron Lewis (b)(6)
Subject: Where are my remarks for tonite??
Date: Tuesday, June 30, 2015 5:01:14 PM

Sent from my iPhone

From:	Ashton Carter
To:	Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef [redacted] Ron Lewis; Ron Lewis
Subject:	Sched
Date:	Monday, June 29, 2015 6:12:43 PM

(b)(6)

Hi guys -- I'm matching calendar to end of week and punch list and still there's a lot of white space to close out stuff I'm working on before wknd. Ash

Sent from my iPhone

From: [redacted]
To: [redacted] Ashton Carter
Subject: Current status of Winnefeld Dinner
Date: Monday, June 29, 2015 10:13:38 AM
Attachments: Winnefeld Dinner.docx

Dr. & Mrs. Carter ,

Attached is the current RSVP status for the 16 JULY Winnefeld dinner. We currently have 10 accepts and 14 no responses.

The CJCS and [redacted] will likely be a regret... just waiting for final word.

I will be sending an RSVP reminder, via paperlesspost, today.

I still plan to keep this on my radar while on travel.

[redacted] cced, will provide a hard copy to Secretary Carter.

Best,

[redacted]

VCJCS and Mrs. Winnefeld Dinner

Thursday, 16 June

Location: **Rosa Mexicanao-** *575 7th Street, NW*
POC: (b)(6)

Private Room: Pomegranate Room
Menu: **TBD**
Deposit Paid: **$1,200**

Invitations out via Paperless post: 19 Juue
** Reminder e-mail to go out 29 June and pending any Regrets we will start sending invitations to back-up guest list

Accepts (10):
Dr. & Mrs. Carter
VCJCS & Mrs. Winnefeld
Ms. Christine Wormuth & (b)(6)
LtGen & Mrs. Goldfein
Mr. Mike McCord & (b)(6)

No Response (14):
CJCS & Mrs. Dempsey
Deputy Secretary & Mrs. Work
Mr. Frank Kendall & (b)(6)
Mr. & Mrs. Carson
Mr. & Mrs. Lettre
LTG & Mrs. Lewis
Dr. Jamie Moran & (b)(6)

Back-up Guest list
**** To invite as regrets come in**
Christine Fox & Guest
Bob Hale & Guest
(b)(6) & Guest
Mr. McKeon & Guest
(b)(6) & Guest

From: Ashton Carter
To: Lewis, Ronald LTG SD
Cc: SecDef (b)(6)
Subject: Re: Punch list for Top 4/staff meeting
Date: Sunday, June 28, 2015 7:15:49 PM

Got same. Plz send Psos latest of weeks calendar, I lost mine. Ask [redacted] to leave it w morning newspapers. Tnx

Sent from my iPad

> On Jun 28, 2015, at 6:57 PM, Lewis, Ronald LTG SD [redacted] wrote:
>
> SD,
> Here is my recommended list for tomorrow morning:
>
[redacted]
>
> Vr
> Ron
>
>

-----Original Message-----
From: Lewis, Ronald LTG SD
Sent: Sunday, June 28, 2015 4:40 PM
To: [redacted]
Cc: [redacted] SecDef [redacted]
Subject: RE: [redacted]

Wednesday will likely get pulled down. Thursday is GTMO right now.

---- Original Message ----

From: Ashton Carter [redacted]
Date: June 28, 2015, 4:34 PM EDT
To: Ron Lewis [redacted] SecDef [redacted]
Subject: [redacted]

Sent from my iPhone

(b)(6)

From: Ron
To: Ashton Carter; Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDe (b)(6)
Subject: RE: [redacted]call
Date: Saturday, June 27, 2015 1:02:51 PM

Copy

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

-------- Original message --------
From: Ashton Carter
Date:06/27/2015 12:36 (GMT-05:00)
To: Eric HON SD Rosenbach , Eric Fanning , SecDe[redacted] Ron Lewis , Ron Lewis
(b)(6) Subject: [redacted]call

(b)(5)

(b)(6) Will do [redacted]call after understanding [redacted] further. Maybe tmrw morn, otherwise Monday.
Ash

Sent from my iPhone

(b)(6)

From: Lewis, Ronald LTG SD
To: "Ashton Carter"
Cc: SecDef [redacted] Rosenbach, Eric HON SD
Subject: RE: Chairman Frelinghuysen letter [redacted]
Date: Saturday, June 27, 2015 10:27:09 AM

---

tracking

-----Original Message-----
From: Ashton Carter [redacted]
Sent: Saturday, June 27, 2015 8:57 AM
To: Lewis, Ronald LTG SD
(b)(6) Cc: SecDef [redacted] Rosenbach, Eric HON SD
Subject: Re: Chairman Frelinghuysen letter [redacted]

[redacted] Ash

Sent from my iPad

> On Jun 27, 2015, at 7:49 AM, Lewis, Ronald LTG SD [redacted] wrote:
>
> Sir,
> This came in late yesterday. Chairman Frelinghuysen asking about [redacted]
> Vr
> Ron
>
> -----Original Message-----
> From: Work, Robert HON SD
> Sent: Friday, June 26, 2015 6:52 PM
> To: Fanning, Eric HON SD; Winnefeld, James A Jr ADM USN JS OCJCS (US); [redacted] Dempsey, Martin E GEN USARMY JS OCJCS (US); McCord, Michael J HON OSD OUSD C (US); Wormuth, Christine E CIV OSD OUSD POLICY (US); Lewis, Ronald LTG SD
> Cc: Hedger, Stephen C SES OSD OASD LA (US); Phillips, Roy F SES (US); McKeon, Brian P HON OSD OUSD POLICY (US); Bruhn, Michael CIV SD; Mears, Zachary SES SD; [redacted]
> Subject: RE: Chairman Frelinghuysen letter [redacted]
>
[redacted]
>
> Best, Bob
>
>
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: Austin, Lloyd J III GEN USARMY (US) [redacted]
> Date: June 26, 2015, 6:48 PM EDT

> To: Austin, Lloyd J GEN MIL USA USCENTCOM CCCC-CCCC (b)(6) Dempsey, Martin E GEN USARMY JS OCJCS (US) (b)(6) Fanning, Eric HON SD (b)(6) Lewis, Ronald LTG SD (b)(6) McCord, Michael J HON OSD OUSD C (US) (b)(6) Winnefeld, James A Jr ADM USN JS OCJCS (US) (b)(6) Work, Robert HON SD (b)(6) Wormuth, Christine E CIV OSD OUSD POLICY (US) (b)(6)
> CC: Bruhn, Michael CIV SD (b)(6) Fox, Mark I VADM MIL USN USCENTCOM CCDC-DCDR (b)(6) Hedger, Stephen C SES OSD OASD LA (US) (b)(6) McKeon, Brian P HON OSD OUSD POLICY (US) (b)(6) Mears, Zachary SES SD (b)(6) Phillips, Roy F SES (US) (b)(6)
> Subject: RE: Chairman Frelinghuysen letter (b)(6)
>
>
> Sir, (b)(6)
>
>
> V/R,
>
> LA
>
> -----Original Message-----
> From: Work, Robert HON SD (b)(6)
> Sent: Friday, June 26, 2015 4:40 PM
> To: McCord, Michael J HON OSD OUSD C (US); Fanning, Eric K SES (US); Dempsey, Martin E GEN USARMY JS OCJCS (US); Winnefeld, James A Jr ADM USN JS OCJCS (US); Austin, Lloyd J GEN MIL USA USCENTCOM CCCC-CCCC; Wormuth, Christine E CIV OSD OUSD POLICY (US)
> Cc: Mears, Zachary SES SD; (b)(6) Hedger, Stephen C SES OSD OASD LA (US); Phillips, Roy F SES (US); McKeon, Brian P HON OSD OUSD POLICY (US); Bruhn, Michael L SES (US); Fox, Mark I VADM MIL USN USCENTCOM CCDC-DCDR
> Subject: RE: Chairman Frelinghuysen letter (b)(6)
(b)(5)

> Best, Bob
>
> -----Original Message-----
> From: McCord, Michael J HON OSD OUSD C (US) (b)(6)
> Sent: Friday, June 26, 2015 4:26 PM
> To: Fanning, Eric HON SD; Work, Robert HON SD; Dempsey, Martin E GEN USARMY JS OCJCS (US); Winnefeld, James A Jr ADM USN JS OCJCS (US); Austin, Lloyd J GEN MIL USA USCENTCOM CCCC-CCCC; Wormuth, Christine E CIV OSD OUSD POLICY
> (US)
> Cc: Mears, Zachary SES SD; (b)(6) Hedger, Stephen C SES OSD OASD LA (US); Phillips, Roy F SES (US); McKeon, Brian P HON OSD OUSD POLICY (US); Bruhn, Michael CIV SD; Fox, Mark I VADM MIL USN USCENTCOM CCDC-DCDR
> Subject: Chairman Frelinghuysen letter (b)(6)
>
> Eric, all - I became aware of this letter and this issue today.
(b)(5)

>
> <Frelinghuysen (b)(5) letter 6-24-2015.pdf>

From: [redacted]
To:
Cc: Rosenbach, Eric HON SD; Fanning, Eric HON SD; 'SecDef [redacted]
Subject: Re: To [redacted]
Date: Tuesday, June 23, 2015 11:54:34 AM

Response:

Mr. Secretary (Ash): Thank you so much for taking time out from such a major trip to email me. That's what makes you such a great boss! [redacted] You've got the very best from my team with you on the trip and I'll be cheering you on from the sidelines. Give NATO my best and see you all when you return!

V/r [redacted]

----- Original Message -----
From: Park, Julie CIV SD
Sent: Sunday, June 21, 2015 11:23 PM
To: [redacted]
Cc: Rosenbach, Eric HON SD; Fanning, Eric HON SD; 'SecDef [redacted]
Subject: Re: To [redacted]

This message was sent.

----- Original Message -----
From: Ashton Carter [redacted]
Sent: Sunday, June 21, 2015 01:58 PM
To: Park, Julie CIV SD
Cc: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef [redacted] Ron Lewis [redacted] (b)(6)
Ron Lewis [redacted]
Subject: To [redacted]

[redacted]

Sent from my iPhone

From: Ashton Carter
To: Lewis, Ronald MG SD
Cc: SecDe (b)(6)
Subject: Re: pieces for today
Date: Friday, June 19, 2015 8:41:11 AM

Yes to all three calls but early aft (Plz don't let slip) and have cables execute tightly. Enroute

Sent from my iPhone

On Jun 19, 2015, at 7:37 AM, Lewis, Ronald MG SD (b)(6) wrote:

SD,
Just a couple quick updates for today and request for guidance:

* It looks like SEN Kaine will not/not fly with us but drive down instead since he has something else after the activities at Quantico
* I understand you and (b)(6) talked earlier in the week and you asked him to get back to you. Do you want me to set up a phone call today with (b)(6)
* (b)(5) (b)(5) We are working toward at 1315 call after we get back and after lunch.
* (b)(6) sent the below email to your scheduler account last night. He wants a 2-5 minute call on trade. Unless you object, I'll have (b)(6) try to find a window early this afternoon for that call.

Do you need anything else this morning before you come in?
Vr
Ron

From: (b)(6)
Sent: Thursday, June 18, 2015 9:05 PM
To: (b)(6)
Cc:
Subject: Key call

Ash -- hope you and (b)(6) are well.

We have on call on trade worthy of your time. Are you around tomorrow so I can brief you?

(b)(6)

From: Ashton Carter
To: [redacted]
Cc: Rosenbach, Eric HON SD
Subject: Re: (b)(6)
Date: Thursday, June 18, 2015 5:27:13 PM

Will do

Sent from my iPhone

On Jun 17, 2015, at 9:55 AM, [redacted] wrote:

> FYSA
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> From: [redacted]
> Date: June 17, 2015 at 9:05:27 AM EDT
> To: [redacted]
> Subject: [redacted]
>
> [redacted] one of the cofounders just pinged and said he's coming in to have dinner w/ Ash tomorrow. Can't say enough good things about him. He's also a close friend.
> If you can, I'd suggest [redacted]
> [redacted]

From: Lewis, Ronald MG SD
To: "Ashton Carter"; Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef [redacted] Ron Lewis; Ron Lewis (b)(6)
Subject: RE: Enroute
Date: Monday, June 15, 2015 9:03:58 AM

---

copy

-----Original Message-----
From: Ashton Carter (b)(6) [redacted]
Sent: Monday, June 15, 2015 8:58 AM
To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef [redacted] Ron Lewis; Ron Lewis (b)(6)
Subject: Enroute

Sent from my iPhone

From: Lewis, Ronald MG SD
To: "Ashton Carter"; Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef [redacted] Ron Lewis; Ron Lewis (b)(6)
Subject: RE: Arriving Balt
Date: Monday, June 15, 2015 7:43:38 AM

---

copy

-----Original Message-----
From: Ashton Carter (b)(6) [redacted]
Sent: Monday, June 15, 2015 7:35 AM
To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef [redacted] Ron Lewis; Ron Lewis (b)(6)
Subject: Arriving Balt

Sent from my iPhone

From: (b)(6)
To:
Subject: Re: Fwd: Finding a time that works for you
Date: Sunday, June 14, 2015 5:10:57 PM

Copy sir

From: Ashton Carter [(b)(6)
Sent: Sunday, June 14, 2015 11:52 AM
To: (b)(6)
Subject: Fwd: Finding a time that works for you

Maybe morn of July 1 for half hour, obv subj to change

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: June 12, 2015 at 1:05:17 PM EDT
> To: Ashton Carter (b)(6)
> Subject: Finding a time that works for you

(b)(6) (b)(6) has gone through the system with but next Wednesday, June 17 seems impossible. I'll be back in town the next week on Wednesday, June 24 at Kerry's Advisory Committee but could break out for a half-hour if that works for you. Or could meet first thing in the morning of June 25. Am also back in DC on Wednesday, July 1. So if any work for you, say when.

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: Lewis, Ronald MG SD; Fanning, Eric HON SD; (b)(6) SecDef (b)(6)
Subject: Re: Testimony draft
Date: Sunday, June 14, 2015 4:37:45 PM

Got it. (b)(5)

Sent from my iPhone

> On Jun 14, 2015, at 3:10 PM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir:
> Just sent a draft of text of berlin speech to the guys to print and get to you - it's not perfect, but (b)(6) agrees that its solid enough for your first review.
> Eric
>
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Sunday, June 14, 2015 01:59 PM
> To: Rosenbach, Eric HON SD
> Cc: Lewis, Ronald MG SD; Fanning, Eric HON SD; (b)(6)
SecDef (b)(6)
> Subject: Re: Testimony draft
>
> Just outline is all I need now
>
> Sent from my iPhone
>
>> On Jun 14, 2015, at 1:53 PM, Rosenbach, Eric HON SD (b)(6) wrote:
>>
>> Sir - will do - working with (b)(6) and (b)(6) now -
>> Eric
>>
>> ----- Original Message -----
>> From: Ashton Carter (b)(6)
>> Sent: Sunday, June 14, 2015 01:46 PM
>> To: Rosenbach, Eric HON SD
>> Cc: Lewis, Ronald MG SD; Fanning, Eric HON SD; (b)(6)
SecDef (b)(6)
>> Subject: Re: Testimony draft
>>
>> Ok. Just email to PSOs and they'll take it from there
>>
>> Sent from my iPhone
>>
>>> On Jun 14, 2015, at 1:41 PM, Rosenbach, Eric HON SD (b)(6) > wrote:
>>>
>>> Sir - .2 of testimony is the latest - let me get you berlin draft asap.
>>> Eric
>>>
>>>
>>> ----- Original Message -----
>>> From: Ashton Carter [(b)(6)
>>> Sent: Sunday, June 14, 2015 01:40 PM
>>> To: Rosenbach, Eric HON SD
>>> Cc: Lewis, Ronald MG SD; Fanning, Eric HON SD; (b)(6)

SecDef (b)(6)
>>> Subject: Re: Testimony draft
>>>
>>> I have testimony "zero point two" and no version of eur speech at all.
>>>
>>> Sent from my iPhone
>>>
>>>> On Jun 14, 2015, at 1:35 PM, Rosenbach, Eric HON SD (b)(6) wrote:
>>>>
>>>> Sir:
>>>> You have most current drafts of both - team is standing by to make quick turns on both if you want.
>>>> Eric
>>>>
>>>> ----- Original Message -----
>>>> From: Ashton Carter (b)(6)
>>>> Sent: Sunday, June 14, 2015 01:07 PM
>>>> To: Lewis, Ronald MG SD
>>>> Cc: Fanning, Eric HON SD; (b)(6) SecDef (b)(6) Rosenbach, Eric HON SD
>>>> Subject: Re: Testimony draft
>>>>
>>>> Rgr
>>>>
>>>> Sent from my iPhone
>>>>
>>>>> On Jun 14, 2015, at 12:38 PM, Lewis, Ronald MG SD (b)(6) wrote:
>>>>>
>>>>> Sir,
>>>>> I know we put the latest in your bag as we closed out yesterday. I have not seen another turn this morning (Eric please confirm same). Recommend you use those as baseline for changes. We'll look for the PSOs to scan and forward your changes.
>>>>> Vr
>>>>> Ron
>>>>>
>>>>>
>>>>>
>>>>>
>>>>> ---- Original Message ----
>>>>>
>>>>> From: Ashton Carter <(b)(6)>
>>>>> Date: June 14, 2015 12:06 PM EDT
>>>>> To: Ron Lewis <(b)(6)>, SecDef (b)(6)
>>>>> CC: Fanning, Eric HON SD (b)(6), Rosenbach, Eric HON SD (b)(6)
>>>>> Subject: Testimony draft
>>>>>
>>>>> I'll be looking at it this aft. If there's a new draft of it or Berlin speech, Plz have Psos print. If not, I'll work with ones I have
>>>>>
>>>>> Sent from my iPhone

(b)(6)

From: Ashton Carter
To: Lewis, Ronald MG SD
Cc: SecDef [redacted] Rosenbach, Eric HON SD; Fanning, Eric HON SD
Subject: Re: Initial results
Date: Saturday, June 13, 2015 7:24:48 PM

Rgr tnx

Sent from my iPhone

> On Jun 13, 2015, at 7:13 PM, Lewis, Ronald MG SD [redacted] wrote:
>
> [redacted]
> Vr
> Ron
>
>
>
>
> ---- Original Message ----
>
> From: Winnefeld, James A Jr ADM USN JS OCJCS (US) [redacted]
> Date: June 13, 2015, 7:10 PM EDT
> To: [redacted] Dempsey, Martin E GEN USARMY JS OCJCS (US) [redacted] Lewis, Ronald MG SD [redacted]
> Subject: RE: Initial results
>
> CLASSIFICATION: UNCLASSIFIED
>
> [redacted]
>
> -----Original Message-----
> From: Winnefeld, James A Jr ADM USN JS OCJCS (US)
> Sent: Saturday, June 13, 2015 7:07 PM
> To: [redacted] Lewis, Ronald MG SD [redacted] Dempsey, Martin E GEN USARMY (US) [redacted]
> Subject: Initial results
>
> CLASSIFICATION: UNCLASSIFIED
>
> Team,
>
> [redacted]

> [redacted]
> My best,
> [redacted]
> CLASSIFICATION: UNCLASSIFIED
>
> CLASSIFICATION: UNCLASSIFIED

From: Lewis, Ronald MG SD
To: SecDef (b)(6)
Cc: "Ashton Carter"
Subject: FW: (b)(5)
Date: Saturday, June 13, 2015 1:04:40 PM

Have approval now.
Vr
Ron

-----Original Message-----
From: Winnefeld, James A Jr ADM USN JS OCJCS (US) [redacted]
Sent: Saturday, June 13, 2015 10:31 AM
To: Myers, Ross A RDML USN JS J3 (US); Lewis, Ronald MG SD; Mayville, William C Jr LTG USARMY JS J3 (US); Rodriguez, David M GEN USARMY AFRICOM ACCC (US)
Subject: [redacted]

[redacted]

My best.
[redacted]

From:	Ashton Carter
To:	Rosenbach, Eric HON SD
Cc:	SecDef (b)(6) Fanning, Eric HON SD
Subject:	Re: Science Magazine
Date:	Saturday, June 13, 2015 11:18:48 AM

Ok

Sent from my iPhone

> On Jun 13, 2015, at 10:21 AM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir:
> Quick heads up: Science magazine will be in the audience this morning at the event - they know that they won't get an interview, but they still want to write a story about you and young scientists (nothing specific to (b)(6) though). Approval came from the organization - not us.
> Eric

From: Lewis, Ronald MG SD
To: "Ashton Carter"; Ron Lewis; SecDef [redacted]
Subject: RE: Let me know what happens tonite
Date: Saturday, June 13, 2015 8:27:42 AM

[redacted]

VR
Ron

-----Original Message-----
From: Ashton Carter [redacted]
Sent: Friday, June 12, 2015 5:22 PM
To: Ron Lewis; SecDef [redacted]
Subject: Let me know what happens tonite

Sent from my iPhone

-----Original Message-----
From: (b)(6)
Sent: Friday, June 12, 2015 1:50 PM
To: (b)(6)
Cc: Ashton Carter
Subject: Next meeting

(b)(6)

Can you please send me any dates/information regarding your next meeting? I just want to make sure that we have it on our radar.

Many thanks!

(b)(6)
Confidential and Personal Asst. to the Secretary of Defense
(b)(6)

(b)(6)

From: Lewis, Ronald MG SD
To: SecDef "Ashton Carter"
Subject: FW: (b)(5)
Date: Friday, June 12, 2015 7:01:44 AM

SD

[redacted]

Vr
Ron

From: [redacted]
Sent: Thursday, June 11, 2015 7:36 PM
To: Lewis, Ronald MG SD
Subject: [redacted]

Ron -

[redacted]

All,

[redacted]

Thanks,
[redacted]

[redacted]

From: Lewis, Ronald MG SD
To: (b)(6)
Cc: SecDef (b)(6)
Subject: RE: (b)(5)
Date: Wednesday, June 10, 2015 7:03:41 AM

Will do

---- Original Message ----

From: Ashton Carter <(b)(6)
Date: June 10, 2015, 6:51 AM EDT
To: Ron Lewis <(b)(6) SecDef (b)(6)
Subject: (b)(5)

(b)(6)

I will see  later this morn, but can you plz thank (b)(6) for remarks last night? Tnx

Sent from my iPad

From: Michael Bayer
To: Ashton Carter; Ron Lewis; Eric Fanning; Rosenbach, Eric HON SD; Hedger, Stephen C SES OSD OASD LA (US)
Subject: [redacted]
Date: Monday, June 08, 2015 7:02:26 PM

[redacted] The meeting went very well - I believe that issue is now put away M

Sent from my iPhone

From: Kendall, Frank III HON OSD OUSD ATL (US)
To: [redacted]
Cc: [redacted] SecDef [redacted]
Subject: Re: Fwd: Alcoa and DoD
Date: Monday, June 08, 2015 6:55:27 PM

Mr. Secretary,
Got it. I'll look into it.
Frank
Frank Kendall
USD(AT&L)

From: Ashton Carter [redacted]
Sent: Sunday, June 07, 2015 08:18 PM
To: Kendall, Frank III HON OSD OUSD ATL (US)
Cc: Ron Lewis [redacted] Ron Lewis [redacted] SecDef [redacted]
Subject: Fwd: Alcoa and DoD

F -- fyi. Ash

Sent from my iPad

Begin forwarded message:

> From: "William J. Perry" [redacted]
> Date: June 7, 2015 at 8:00:28 PM EDT
> To: [redacted]
> Subject: Fwd: Alcoa and DoD
>
> Ash
> Fyi from our mutual friend, [redacted]
> Bill
>
> Begin forwarded message:
>
> > From: [redacted]
> > Subject: Alcoa and DoD
> > Date: June 5, 2015 at 2:53:03 PM PDT
> > To: "Dr. William Perry" [redacted]
> >
> > Dr Perry,
> > [redacted]

[redacted]

[redacted] I would welcome your thoughts.

Give my best to [redacted]

[redacted]

I

Sent from my iPhone

This message is a PRIVATE communication. If you are not the intended recipient, please do not read, copy, or use it, and do not disclose it to others. Please notify the sender of the delivery error by replying to this message, and then delete it from your system.

Thank you.
For more information on The Cohen Group please visit our website at:

http://www.cohengroup.net/

-----Original Message-----
From: (b)(6)
Sent: Monday, June 08, 2015 6:36 PM
To: SecDef (b)(6)
Cc: (b)(6)
Subject: Documents

Sir,

We just received Talking Points and a speech which I can bring down whenever you would like.

V/R,

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
(b)(6)

From: Lewis, Ronald MG SD
To: "Ashton Carter"
Cc: SecDef (b)(6)
Subject: RE: schedule
Date: Monday, June 08, 2015 1:27:17 PM

Sir,
I plan to get this scheduled before the Europe trip if that meets your intent.
Vr
Ron

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Sunday, June 07, 2015 5:35 PM
To: Brett Helm
Cc: (b)(6) Lewis, Ronald MG SD
Subject: Re: schedule

Sent from my iPhone

On Jun 4, 2015, at 6:23 PM, Brett Helm <brett.helm@dbnetworks.com> wrote:

> Ash,
>
> I know you're overbooked and super busy.
>
> Can I schedule a 30 minute time slot with you? Can you direct me to your assistant?
>
> Best,
>
> Brett Helm
>
> DB|Networks

From: Lewis, Ronald MG SD
To: [redacted]
Cc: SecDef [redacted]
Subject: RE: Just a Note
Date: Sunday, June 07, 2015 7:02:03 PM

Tracking

---- Original Message ----

From: Ashton Carter [redacted]
Date: June 7, 2015 6:53 PM EDT
To: Ron Lewis [redacted] SecDef [redacted]
Subject: Fwd: Just a Note

Sent from my iPhone

Begin forwarded message:

> From: Eric Edelman [redacted]
> Date: June 7, 2015 at 6:48:17 PM EDT
> To: Ashton Carter [redacted]
> Subject: Re: Just a Note
>
> Happy to just let me know when it is convenient for you.
>
> Sent from my iPhone
>
> > On Jun 7, 2015, at 5:34 PM, Ashton Carter [redacted] wrote:
> >
> > Eric -- many thanks for the feedback. [redacted]
> > [redacted] Best to [redacted] Ash
> >
> > Sent from my iPhone

(b)(6)

On Jun 6, 2015, at 9:28 AM, Eric Edelman (b)(6) wrote:

Ash,

Haven't wanted to bother you but just wanted to drop you a quick note to tell you what a sensational job I think you are doing under fairly trying circumstances.

Keep up the great work.

All best,

Eric

From: SecDef (b)(6)
To: Lewis, Ronald MG SD; (b)(6)
Subject: Re: schedule
Date: Sunday, June 07, 2015 6:52:15 PM

(b)(5) Tnx, ron

----- Original Message -----
From: Lewis, Ronald MG SD
Sent: Sunday, June 07, 2015 06:37 PM
To: 'Ashton Carter' (b)(6)
Cc: SecDef (b)(6)
Subject: RE: schedule

Sir,
Tracking on Brett Helm below. Can I ask you to consider two things that we can discuss tomorrow: (b)(5)
(b)(5)
Vr
Ron

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Sunday, June 07, 2015 5:35 PM
To: Brett Helm
Cc: (b)(6) Lewis, Ronald MG SD
Subject: Re: schedule

Sent from my iPhone

On Jun 4, 2015, at 6:23 PM, Brett Helm (b)(6) wrote:

Ash,

I know you're overbooked and super busy.

Can I schedule a 30 minute time slot with you? Can you direct me to your assistant?

Best,

Brett Helm

DB|Networks

From: Lewis, Ronald MG SD
To: Rosenbach, Eric HON SD
Subject: RE: Europe mtg
Date: Saturday, June 06, 2015 1:00:21 PM

E,
I still have the calendar. Why don't you give policy a heads up that this is coming. Looking at either last event of the day on MON (b)(5) (b)(5) People need a little time to pull some of this together. Enjoy some time off with the family this weekend.
Ron

-----Original Message-----
From: Rosenbach, Eric HON SD
Sent: Saturday, June 06, 2015 12:50 PM
To: [redacted] SecDef [redacted]
Cc: Fanning, Eric HON SD
Subject: Re: Europe mtg

Ok sir - will do!

----- Original Message -----
From: Ashton Carter [redacted]
Sent: Saturday, June 06, 2015 12:40 PM
To: Ron Lewis <(b)(6) [redacted]>; SecDef [redacted]
Cc: Rosenbach, Eric HON SD; Fanning, Eric HON SD
Subject: Europe mtg

Guys -- early in wk, pref mon, I'll need a two hr mtg w policy, pa, JD, and speechwriter for [redacted]
Topics:
1. [redacted]
2.
3.
4.

Sent from my iPhone

(b)(6)

From: Lewis, Ronald MG SD
To: SecDef [redacted] Ashton Carter
Subject: FW: BBC Interview
Date: Wednesday, June 03, 2015 12:13:20 PM
Attachments: BBC24_06-02-2015_04.08.57.wmv

As promised

-----Original Message-----
From: [redacted]
Sent: Wednesday, June 03, 2015 8:57 AM
To: Lewis, Ronald MG SD
Cc: [redacted]
Subject: RE: BBC Interview

SIR:

BBC clip is attached.

V/R,

[redacted]

-----Original Message-----
From: [redacted]
Sent: Wednesday, June 03, 2015 8:46 AM
To: [redacted]
Cc: [redacted]
Subject: BBC Interview

SIR:

Below is a link to the BBC/Kitty Kay interview:

http://mms.tveyes.com/Playerlette.aspx?StationID=800&Duration=293&StartDateTime=6%2F2%2F2015+4%3A08%3A59+AM&ShowLinks=false

or

http://tinyurl.com/qbtheja

I will follow with another email with video clip attached.

V/R,

(b)(6)

From: Lewis, Ronald MG SD
To: (b)(6) SecDef
Subject: FW: SecDef Trip Items: AP and Defense News
Date: Wednesday, June 03, 2015 8:40:59 AM

---- Original Message ----

From: OSD Pentagon PA Mailbox Media Analysis (b)(6)
Date: June 3, 2015, 6:09 PM GMT+5:30
(b)(6)
Subject: SecDef Trip Items: AP and Defense News

US, India move forward on joint military research projects
Associated Press | Lolita C. Baldor

NEW DELHI (AP) - The U.S. and India are moving ahead with two joint research projects for the military that officials hope will set the stage for greater defense cooperation in the years ahead.

Defense Secretary Ash Carter and Indian Defense Minister Manohar Parrikar are signing a defense agreement Wednesday. It's part of a broader U.S. effort to improve what has been a rocky relationship between the two countries.

The U.S. views India as a key ally in the Asia Pacific, in part as a countermeasure to China and a lynchpin in America's effort to deepen military and diplomatic ties with countries at Beijing's doorstep.

Carter acknowledged the difficulties on both sides in breaking through the red tape to achieve more development cooperation, but said things are moving forward.

***

US, India Agree on Co-Development Projects
Defense News | Aaron Mehta

NEW DELHI - The US and India have finalized agreements on two technology co-development projects in what Pentagon officials hope will be a milestone in military-industrial relations for the Pentagon and

its Indian counterparts.

The countries also formalized a new defense agreement Wednesday, one which sets the groundwork for the next decade of military cooperation between the two nations.

Secretary of Defense Ash Carter visited New Delhi to formally sign the 2015 Framework for the US-India Defense Relationship on behalf of the United States on the final stop of a nine day tour through the Pacific, which included stops in Hawaii, Singapore and Vietnam. The framework sets the guidelines for the military relationship over the next decade.

Speaking to reporters, Carter pointed out that Indian Prime Minister Narendra Modi's Act East policy "converges" nicely with the US rebalance to the Pacific.

During President Barack Obama's visit to India in January, he announced four "pathfinder" programs for military cooperation among the two nations, including two "project arrangements" of co-development on a chemical-biological protective suit and portable field generators.

Pentagon officials announced the finalization of the two project arrangements ahead of the signing of the framework. The programs fall under the Defense Technology and Trade Initiative (DDTI), a specialized program launched in 2012 - and brought to fruition by Carter, then Deputy Defense Secretary - to help further military development with India.

"The heart of [DDTI] is to create cooperative technology and industrial relationships which are not just the buyer-seller kind," Carter said. "We obviously have those kind of relationships, but both we and the Indians want to move beyond that."

The two development projects will be conducted by India's Defense Research and Development Organization and Pentagon research labs, with the goal of having a producible project at the end of a two-year period. That could then be put up to bid to industry, and could potentially be produced by India's industrial base.

The agreements are for small money, with the US and India each kicking in $500,000 total over two years on each project. But Carter and his staff say the important thing isn't the size of the projects, as much as the simple fact they are occurring.

"From our perspective, it's really not [about] these two projects," a defense official told reporters. "Now we know we are going to move forward, and that process will lay the strategic foundation for us to do a lot more in the future."

"This is not the future of our strategic cooperation here. It's the proof of concept that once we get some of these projects moving, we will know how to do it, and then we can start putting much bigger things on the table."

As to what those larger projects may be, the official indicated that the US will listen on whatever projects the Indian government wishes to bring up.

Two major programs are already under discussion as another set of pathfinder programs from Obama's visit. The two governments have set up collaboration groups on aircraft carrier technology and fighter jet engines.

A second defense official told reporters that the respective teams have developed terms of reference to begin those discussions and are opening lines of communication.

A video teleconference between the US and Indian sides working the carrier issue is set for June, which will be followed by the US group hosting their counterparts for visits to DC, New Jersey and Norfolk, Va., home of the Newport News Shipbuilding yard.

Any agreement on major programs would be a boost for the industries of both nations. According to the Pentagon, the US and India have conducted $10 billion in weapon sales over the past decade.

While Carter said the new agreements help "blaze a trail" forward for other potential agreements, he also acknowledged institutional issues to work through in the relationship.

"There is a legacy, and historical burden, of bureaucracy in both countries, and it is a constant exercise in stripping that away," he said. "It's just the burden we carry forward from the fact that we were two separated industrial systems for so long during the Cold War. It just takes time to get the two [systems] together."

The officials highlighted the fact the chem-bio suit and generator agreements were announced in January and agreed upon just a few short months later, a fast effort by US standards and something unheard of for India's notoriously slow acquisition system, where projects can languish for years.

That is a credit to the Modi government, the officials said - a contrast to the previous political leadership on the subcontinent.

"The previous government was less proactive on the foreign policy stage, so it was sometimes a little hard to tell exactly where it was going," the first official said. "And we certainly felt that in some of our interactions."

(b)(6)
Office of the Assistant Secretary of Defense (Public Affairs)
Media Analysis (OMNITEC Solutions, Inc.)
(b)(6)

From: Sheryl Sandberg
To: Ashton Carter
Cc: (b)(6) Rosenbach, Eric HON SD
Subject: RE: working together
Date: Wednesday, June 03, 2015 12:47:36 AM

I am thrilled – and here to help as much as I can.

And thank you for caring. Means a lot to us.

From: Ashton Carter (b)(6)
Sent: Monday, June 01, 2015 9:47 PM
To: Sheryl Sandberg
Cc: (b)(6)
Subject: Re: working together

Sheryl-

I am sorry for the delayed reply, but I am on the road in Asia and am just now getting to my personal emails. Thanks so much for your warm welcome to Facebook and for the nudge in the first place. I am excited about the ability to connect in a whole new way and can see already the power of the communities and conversations you enable.

In terms of doing something in July, the high level answer is an emphatic yes. I am asking Eric Rosenbach, copied above, to work through what is possible in that timeframe and what would make the most impact.

(b)(6) but so admire your dedication to making the world a better place.

Your friend,

Ash

Sent from my iPhone

On May 31, 2015, at 3:54 AM, Sheryl Sandberg <(b)(6)> wrote:

> Secretary Carter,
>
> My thanks to you for your messages of support to me – I so appreciate them.

And I want to welcome you to Facebook! I was excited to see and like your page. As the first Secretary of Defense on Facebook, I think you're sending a strong message about how important it is to connect all of us with each other, with service members and with you.

I also wanted to follow-up on our discussion around women in the military. As I mentioned in our last visit, I believe there are changes you and Secretary Carson can implement that will make a huge difference. (b)(6) on my team has been in touch with Eric Rosenbach and (b)(6) on your team and I know Secretary Carson has reviewed our recommendations on policies and actions to build a more diverse military (attached here).

I am not sure what you will be ready to announce by mid-July but I am in Washington July 20th – July 24th and would be happy to do something with you and/or Secretary Carson as a part of your Force of the Future efforts. I've spoken with my team and can do something privately or publicly to support any policy announcements you're ready to make that are in support of women's leadership across the military. I am here to help you lead on this.

My very best,

Sheryl

sheryl sandberg | chief operating officer | Facebook
1 facebook way | menlo park, ca | 94025
(b)(6)

<Lean In - Recommended policies and actions for DoD - vf.docx>

Female Leadership in the U.S. Military
Recommended policies and actions

Context: LeanIn.Org & Military Partnership

LeanIn.Org is the nonprofit organization founded by Facebook COO Sheryl Sandberg to empower all women to achieve their ambitions. We offer inspiration and support through an online community, free expert lectures and Lean In Circles, small peer groups who meet regularly to share and learn together.

At LeanIn.Org, we work with our partners to encourage female leadership across all industries and in all military branches. Women became 50% of college graduates in the U.S. in the 1980s, yet over three decades later, women still hold a small fraction of the leadership roles. Women comprise 5% of Fortune 500 CEOs, 17% of corporate board seats, 19% of Congress, and a small fraction of the leaders across all industries—19%, 18%, and 14% in finance, retail, and tech, respectively. The same is true in the military, where only 14.5% of those enlisted across all branches are women. There are 23 female Generals in the Army (5.9% of Officers in the Army), 22 Admirals in the Navy (9.3% of Admirals) and 1 female General in the Marine Corps.

To support female leadership in the military, LeanIn.Org has worked with key leaders to do two things:

1. **Create a safe, structured place to openly discuss gender and leadership in the military:** Lean In Circles exist in all military branches and are part of a community of 23,000 Lean In Circles in over 110 countries. Programmatic support has focused on military academies.
    - U.S. Naval Academy – 15 Circles (launched in 2014)
    - U.S. Military Academy at West Point – 10 Circles (launched in March 2015)
    - The Basic School in Quantico – Circles piloted
    - Air Force Academy – will launch in November 2015

    Circle members report feeling better connected, less likely to compete with each other and more confident. One leader, a Commanding Officer of 500 sailors, says her Circle has "changed her life" and made her feel more "relevant, connected and safe in the military."

2. **Understand and confront gender bias in military:** Through a series of leadership meetings and talks, military leaders have worked with LeanIn.Org to understand bias and how to counteract it. Key meetings include:
    - *Marine Corps:* General Amos and top-ranking Generals (2014)
    - *Navy:* Admiral Greenert and his top-ranking Flag Officers (2015); USNA leadership (Admiral Miller and Admiral Carter) and USNA midshipmen (2014); Forrestal lecture (2012)
    - *Army:* General Allyn and top-ranking Generals (April 2015); West Point leadership (General Caslen) and West Point cadets
    - *Air Force:* Secretary Deborah Lee James, General Michelle Johnson and top-ranking Generals (Fall 2015)
    - *All branches:* Pentagon military and civilian employees (2015) and Joint Women's Leadership Summit (2014)

Recommended Policies & Actions

Through our work on gender and leadership in the military, we have learned about existing policies and cultural norms that inadvertently institutionalize and mask bias. We believe the small changes outlined below will have a big impact on increasing the leadership opportunities open and available to women in the military.

Recommendation for policy reform

The following is a non-exhaustive list of areas where we feel reforms could help to counter biases that are preventing women from reaching their full potential in the military.

I. Promotions

- For branching, assignment, development, and promotion, it's critical to systematically assess what criteria and procedures are governing the decisions – and ensure they are gender neutral
    - Criteria – scrutinize the existing criteria in place. Having the right criteria in place can have a large impact on the representativeness of organizations without impacting the quality of output.
        - Does the criteria in place accurately predict what is required to do the job successfully?
        - Does the criteria in place filter out a disproportionate amount of women and/or minorities?
    - Procedures – review all officer evaluation forms to ensure they are not male-advantaged. Similarly, assess the composition of the promotion boards across branches to see a) if the decision-making body represents a diverse military and b) if the decision-makers are trained and skilled to eliminate bias from the review process.
- Re-evaluate the career track to find opportunities for more flexibility (e.g supporting longer periods for leave)
    - The narrow window for promotion means taking a leave of absence can be potentially detrimental to a leader's career.

II. Family / Child-rearing

- Open child care development centers on base at least 15 minutes prior to PT / duty reporting time
    - Child care centers on many installations open at the same time that service members are required to report for duty (including physical training), forcing families (and often mothers) to make difficult trade-offs between career and childcare.
- Require lactation rooms on all bases
    - Lack of lactation rooms or stations forces mothers who serve to stop breastfeeding before they are ready to.
    - In locations where it's not possible to have a lactation room, women should have access to a secluded and locked room that is located close to the main work area
    - The current policy allows women to deploy six months after giving birth, yet most Doctors (including the Surgeon General) recommend up to 12 months of breastfeeding if possible.

- Evaluate assignment policies for dual-military couples so that couples can elect to either a) get deployed to the same location or b) get deployed during alternating times of the year, allowing one parent to be at home.
- Extend maternity and paternity leave so parents have adequate time to adjust
    - The standard leave provided to new parents (4-6 weeks) is not a sufficient amount of time for many military families. As one example from the technology industry, when Google increased maternity leave from 12 to 18 weeks, the rate of new moms leaving fell by 50%.
    - Furthermore, short paternity leave for male service members makes it even more difficult for women in dual-military marriages to return to work.
- Support women as they go through pregnancy
    - Pregnancy is a top driver of female attrition across all branches, yet leaders are often uncomfortable talking about pregnancy. It's not illegal to talk about pregnancy, only to discriminate based on it. We suggest that the DoD find ways to offer female service members who are (or who are thinking about becoming) pregnant assistance with planning their next career moves. Small adjustments to the assignments process, including deployment deferment, could have a big impact on female attrition.

Recommended actions to improve cultural norms

- Communicate top-down messaging that a diverse military is "mission critical"
    - Messaging on women and minorities needs to be positioned as mission-critical to creating a stronger and more effective military (e.g. "This is not just the right thing to do – it's the right thing to do for our military").

- Encourage women (starting at the points of entry: the military academies, ROTC, OCS and enlisted basic training) to sort into operational fields, rather than supporting functions. Encourage women who are filling operational roles to stay in – and find accommodations and policy reforms that will assist them in doing so.
    - 80% of warfare-qualified women leave the military at their first opportunity and make this decision while still at the Naval Academy.

- Appoint a DoD leader to support Lean In Circles across all branches
    - Having a safe place to talk about gender in the military is an important step, yet women avoid talking about gender in an effort to "fit in" with the men. Male leaders need to explicitly condone this conversation and can use Lean In Circles as a formal structure to do this. We would welcome the opportunity to partner with the DoD in scaling these efforts across the military, and suggest that the DoD consider naming a program sponsor at the Pentagon to direct, shape and champion this work.

- Starting at the Academies, take active steps to help women and men understand and learn how to counteract gender bias
    - Use the "Military Gender Bias Guide" and Facebook's online gender bias training (coming soon) as a tool to support a discussion on gender bias in the military

- Prohibit public display of pornography on base and in communal areas. While this policy is in place, we have heard from several women in the military that this policy is not enforced.

- Leaders should have open/ frank discussions with service members who are new parents. A Leader should not assume what the Service member wants or is capable of (e.g. a travel assignment) because the Service member just had a child.

LeanIn.Org contact

(b)(6)

From: SecDef (b)(6)
To: Lewis, Ronald MG SD
Subject: Re: Welcome back
Date: Tuesday, June 02, 2015 8:37:44 AM

Anything in early bird? I don't get it on bb

----- Original Message -----
From: Lewis, Ronald MG SD
Sent: Tuesday, June 02, 2015 01:21 AM
To: Ashton Carter (b)(6) >; Ron Lewis (b)(6) >; SecDef (b)(6)
Subject: RE: Welcome back

I'll try to work it.
Vr
Ron

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Tuesday, June 02, 2015 12:08 AM
To: Ron Lewis; SecDef (b)(6)
Subject: Fwd: Welcome back

Any chance for hotel dropby?

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: June 1, 2015 at 3:56:51 PM GMT+7
To: Ashton Carter (b)(6)
Subject: Welcome back

(b)(6)

Warmest regards
(b)(6)

Sent from my iPad

From: Ashton Carter
To: SD - SecDef PSO
Subject: Scan
Date: Monday, May 25, 2015 3:34:57 PM

(b)(6) -- I have something for you to scan and return to me. Plz pick up. Ash

Sent from my iPhone

From: Ashton Carter
To: [redacted]
Subject: Re: Any chance we can have DeputySec. Col Robert Work as your designated emissary?
Date: Wednesday, May 20, 2015 12:25:54 PM

When I'm out if the country he needs to stay in Washington. Sorry

Sent from my iPhone

On May 19, 2015, at 4:03 PM, [redacted] wrote:

[redacted]

Lester Crown Professor of Leadership Practice

Yale School of Management

P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511

[redacted]

http://mba.yale.edu <http://mba.yale.edu/>

From:	Ashton Carter
To:	Ron Lewis; SecDef (b)(6)
Subject:	Fwd: An Observation and Two Ideas on US-Japan, Asia Rebalance and Defense Innovation
Date:	Wednesday, May 20, 2015 12:23:25 PM
Attachments:	ATT00001.htm Ways to Enhance Japan- U.S. Security Cooperation and Facilitate the US Rebalance toward Asia.docx ATT00002.htm

---

Pp

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: May 20, 2015 at 12:21:06 PM EDT
To: "Ashton Carter (b)(6)
(b)(6)
Subject: An Observation and Two Ideas on US-Japan, Asia Rebalance and Defense Innovation

Greeting, Gentlemen:

I hope all is well.

Having just attended the annual U.S.-Japan Technology Forum in Nashville, Tennessee chaired by Dr. James Auer, which focuses on bilateral defense cooperation, I thought to pass along for your consideration, in the attached brief memorandum, an observation and a few ideas of ways to build on recent positive developments in the Japan-U.S. security relationship as well as to augment U.S. efforts on the strategic rebalance toward Asia and incentivize defense innovation. The observation relates to the significant heightened expectations of Japanese industry and government of new bilateral cooperative acquisition programs arising out of, among other things, the new Guidelines. The ideas are ways to address this issue but in a broader and realistic context.

I'm happy to discuss further at your convenience.

Best Regards,

(b)(6)

(b)(6) | Partner

SUTHERLAND

MEMORANDUM

May 20, 2015

TO: Files

FROM: [redacted]

RE: Enhancing Japan-US Security Cooperation, Facilitating the U.S. Rebalance toward Asia and Promoting Defense Innovation: An Observation and Two Ideas

[redacted]

From:	Ashton Carter
To:	Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef [redacted]
Subject:	Fwd: Sequestration/National Security
Date:	Sunday, May 17, 2015 9:34:26 PM

Sent from my iPad

Begin forwarded message:

From: Ashton Carter <[redacted]
Date: May 17, 2015 at 9:21:41 PM EDT
To: James Jones [redacted]
Subject: Re: Sequestration/National Security

Got it. Will explore. Tnx Jim

Sent from my iPad

On May 17, 2015, at 8:38 PM, James Jones [redacted] wrote:

Dear Ash,

Thanks for the quick response; [redacted]

[redacted]



Warm regards,

Jim

From: Ashton Carter
Sent: Friday, May 08, 2015 11:29 AM
To: James Jones
Cc:
Subject: Re: Sequestration/National Security

Hi Jim -- tnx. will get us together for a visit here. Travel safely. Best, Ash

Sent from my iPhone

On May 8, 2015, at 11:12 AM, James Jones wrote:

Dear Ash,

I hope this finds you well and that you are pacing yourself in this demanding assignment. I'm sure "Sergeant Major" is seeing to it that you march to a reasonable

cadence! Please give her our best wishes.



Congratulations on the nomination of Joe Dunford to be CJCS.....excellent choice, and this is not a "parochial" comment!

Warmest regards,

Jim

From: SecDef (b)(6)
To: Lewis, Ronald MG SD
Subject: Re:
Date: Sunday, May 17, 2015 11:51:43 AM

Ok. That's it, no later

From: Lewis, Ronald MG SD
Sent: Sunday, May 17, 2015 11:50 AM
To: SecDef (b)(6)
Subject: Re:

(b)(6) can do 3 (1500) if that's good for you. Policy has finished RFIs and TPs. We'll get those to you shortly.
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: SecDef (b)(6)
Date: May 17, 2015, 9:02 AM EDT
To: Lewis, Ronald MG SD <(b)(6)
Subject: Re:

(b)(6) 130-3 for sure (b)(6) is not here now so maybe earlier (late morn) but not sure, we need to pick up her rental car etc. So go for thar window. I will need today's thorough sitrep plus readout of other (b)(6) comms this wknd. Ash

From: Lewis, Ronald MG SD
Sent: Sunday, May 17, 2015 08:57 AM
To: SecDef (b)(6)
Cc: (b)(6) Fanning, Eric HON SD
Subject:

SD,
(b)(6) Policy is working the RFI/TPs for the call with (b)(6) I'll get those to you as soon as I have them. Is there a time window that works best for you today or a window of time you want to avoid as the team
(b)(6) works with (b)(6) protocol to set up the call?
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

From: Ashton Carter
To: SD - SecDef PSO
Subject: Ask gen Lewis to callmy cell
Date: Saturday, May 16, 2015 4:05:41 PM

Sent from my iPhone

-----Original Message-----

From: Ashton Carter (b)(6)

Sent: Saturday, May 16, 2015 3:35 PM

To: Lewis, Ronald MG SD

Subject: Re:

Roger

Sent from my iPhone

> On May 16, 2015, at 3:18 PM, Lewis, Ronald MG SD <(b)(6)> wrote:

>

> Check other email from (b)(6)

>

> Sent from my iPhone managed by BlackBerry Enterprise Service

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Saturday, May 16, 2015 9:34 AM
To: Lewis, Ronald MG SD
Cc (b)(6) SecDef (b)(6
Subject: Re: Storyboard

Yes tnx

Sent from my iPhone

> On May 16, 2015, at 9:33 AM, Lewis, Ronald MG SD (b)(6) > wrote:
>
> Will do. I sent your control room the details email from (b)(6) Did you get that yet?
> Vr
> Ron
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: May 16, 2015, 8:11 AM EDT
> To: Ron Lewis (b)(6) >, SecDef (b)(6)
> Subject: Storyboard
>
> Plz ask ddo to send to PSO
>
> Sent from my iPad

From: SecDef (b)(6)
To: Lewis, Ronald MG SD
Subject: Re: Notes from SecDef
Date: Friday, May 15, 2015 1:21:46 PM

[redacted]

----- Original Message -----
From: Lewis, Ronald MG SD
Sent: Friday, May 15, 2015 06:57 AM
To: SecDef [redacted]
Cc: 'Ashton Carter' [redacted]
Subject: FW: Notes from SecDef

SD,
Update from the team below [redacted] You should have updated products delivered to you once you're up this morning. Give a call if you need something else to get ready for the day.
Vr
Ron

-----Original Message-----
From: Hedger, Stephen C SES OSD OASD LA (US) [redacted]
Sent: Thursday, May 14, 2015 8:13 PM
To: Work, Robert HON SD; Mears, Zachary SES SD
Cc: Lewis, Ronald MG SD; Munsch, Stuart RDML SD; Fanning, Eric HON SD; Rosenbach, Eric HON SD; [redacted]
Subject: RE: Notes from SecDef

[redacted]

Steve

-----Original Message-----
From: Work, Robert HON SD [redacted]
Sent: Thursday, May 14, 2015 7:52 PM
To: Mears, Zachary SES SD
Cc: Lewis, Ronald MG SD; Hedger, Stephen C SES OSD OASD LA (US); Munsch, Stuart RDML SD; Fanning, Eric K SES (US); Rosenbach, Eric HON SD
Subject: Re: Notes from SecDef

Ron: let me go from bottom up.

[redacted]



Ron, tell me if the boss needs anything else. And pass on a well done on the GCC conference!!

Best, Bob

From: Lewis, Ronald MG SD
Sent: Thursday, May 14, 2015 06:53 PM
To: Work, Robert HON SD; Fanning, Eric HON SD
Cc: Rosenbach, Eric HON SD; Mears, Zachary SES SD; Munsch, Stuart RDML SD
Subject: Notes from SecDef

Secretary, Eric,



Vr

Ron

From: Lewis, Ronald MG SD
To: SecDef (b)(6)
Cc: "Ashton Carter"; Fanning, Eric HON SD; Rosenbach, Eric HON SD
Subject: FW: Rohingya Refugees - Commander"s Estimate
Date: Thursday, May 14, 2015 7:37:48 PM

Sir,
As discussed with (b)(6)
Vr
Ron

-----Original Message-----
From: Locklear, Samuel J ADM PACOM, J00 (b)(6)
Sent: Thursday, May 14, 2015 7:12 PM
To: Lewis, Ronald MG SD; Dempsey, Martin E GEN USARMY JS OCJCS (US)
Cc: Winnefeld, James A Jr ADM USN J5 OCJCS (US); Harris, Harry B ADM COMPACFLT, N00; Toolan LtGen John A; Crutchfield, Anthony G LTG USPACOM, J01; Smith, Dirk D Brig Gen Pacom, J30; Montgomery, Mark C RADM PACOM, J3; ROBINSON, LORI J Gen USAF PACAF PACAF/CC; (b)(6) Kilrain, Colin J RDML SOCPAC, SOJ00; Wendt, Eric MG PACOM, J0; (b)(6)
Subject: Rohingya Refugees - Commander's Estimate

Mr. Secretary, Chairman,

Based on open source reporting, there may be 6000-8000 Rohingyans migrants afloat in the Indian Ocean (between Burma and Malaysia). (b)(5)

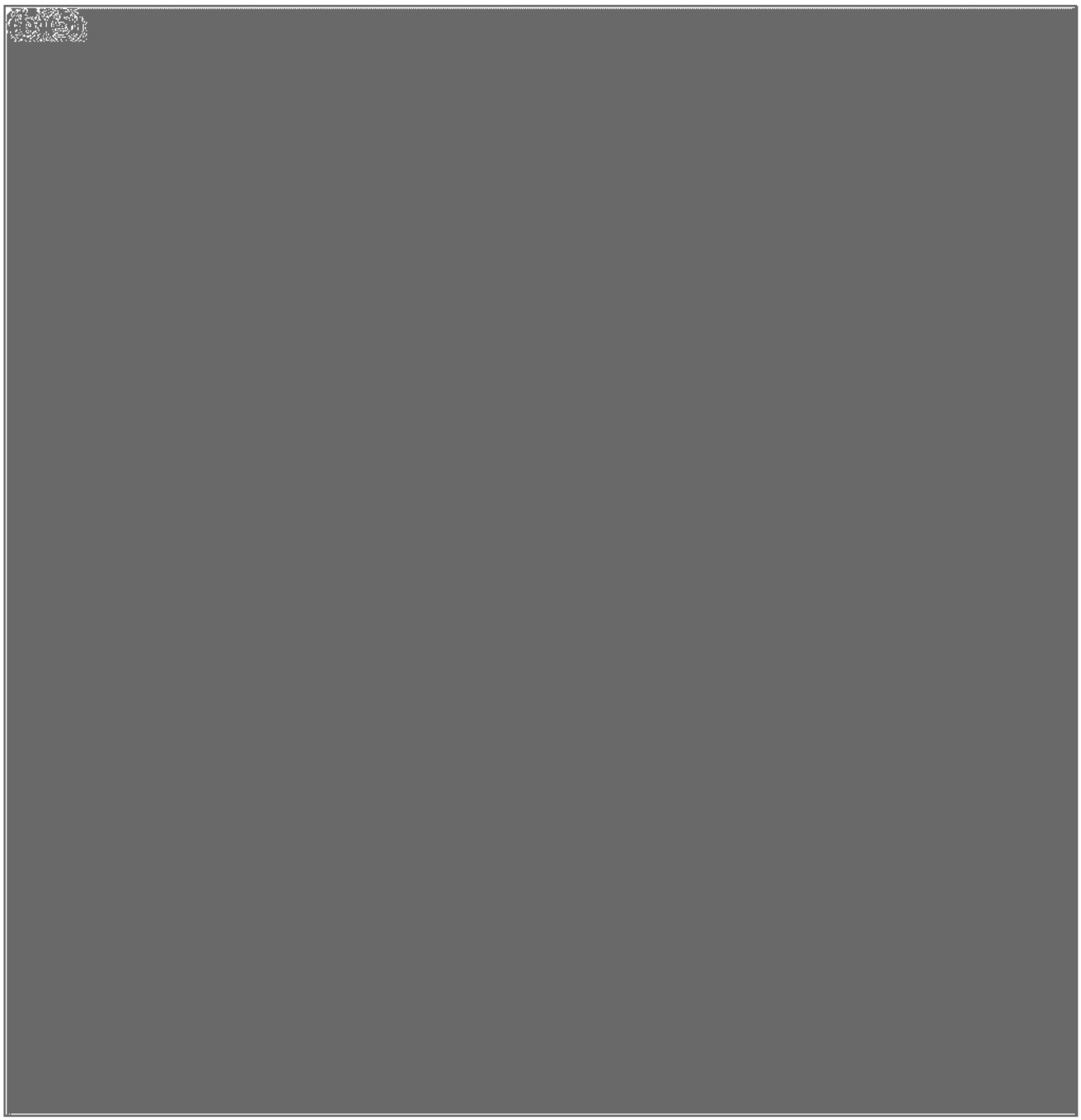
understand that Thailand will host a summit of regional countries on 29 May to address the broader issue and that the UN groups in the region are working to shape the outcome of the conference. (b)(5)

vr, sam

From: Lewis, Ronald MG SD
To: SecDef (b)(6)
Cc: "Ashton Carter"
Subject: FW: Strategy "Big Rock": Info and Guidance for Friday Session with SD
Date: Thursday, May 14, 2015 6:37:38 PM

Sir,
As discussed. Let me look at how we can get you and DSD linked up tomorrow.
Vr
Ron

-----Original Message-----
From: Work, Robert HON SD
Sent: Thursday, May 14, 2015 1:20 PM





Best, Bob

From: Lewis, Ronald MG SD
To: SecDe(b)(6)
Cc: "Ashton Carter"; Fanning, Eric HON SD; Hedger, Stephen C SES OSD OASD LA (US); Rosenbach, Eric HON SD
Subject: [redacted]
Date: Tuesday, May 12, 2015 7:23:24 PM

SD,
I just got a call from Cables, [redacted]

Vr
Ron

-----Original Message-----
From: (b)(6)
Sent: Monday, May 11, 2015 12:21 PM
To: 'David Miliband'
Cc: Ashton Carter
Subject: RE: June 3rd IRC Board Meeting

Mr. Milibrand,

Unfortunately Secretary Carter will be out of the country on 3 June and unavailable to stop by. Does the IRC's Board and Overseers meeting happen on a reoccurring bases? If so, please let me know the next opportunity where Secretary Carter might be able to address the group.

So sorry again that we are unable to make 3 June work.

Best,

(b)(6)

(b)(6)
Confidential and Personal Asst. to the Secretary of Defense
(b)(6)

-----Original Message-----
From: David Miliband (b)(6)
Sent: Monday, May 11, 2015 12:18 PM
To: Ashton Carter
Cc: (b)(6)
Subject: RE: June 3rd IRC Board Meeting

Thanks Ash. That would be really great. David

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Thursday, May 07, 2015 6:54 PM
To: David Miliband
Cc: (b)(6)
Subject: Re: June 3rd IRC Board Meeting

Hello David -- good to hear from you. I will look into this, even if only drop by...you know how much I admire your efforts. Ash

Sent from my iPhone

> On May 7, 2015, at 2:14 PM, David Miliband <(b)(6) wrote:
>
> Dear Ash:
>
> I hope this note finds you well. I am writing on the off chance that your schedule might permit you to participate in the IRC's Board and Overseers meeting on June 3rd at the United States Institute of Peace office in Washington, DC. It is my hope that you can join us to give informal remarks on the theme of conflict, fragility, and humanitarianism. Please find attached the formal invitation for your consideration. Should you have any questions, please do not hesitate to contact me at (b)(6).
>
> All good wishes.
> David
>
>
> <Invitation from David Miliband - Honorable Carter.pdf>

(b)(6)

From: Lewis, Ronald MG SD
To: "Ashton Carter"; SecDef [redacted] Ron Lewis
Subject: RE: CJCS email
Date: Monday, May 11, 2015 8:00:43 PM

Will do

-----Original Message-----
From: Ashton Carter [redacted]
Sent: Monday, May 11, 2015 7:58 PM
(b)(6) To: SecDef [redacted] Ron Lewis
Subject: CJCS email

Got it. [redacted] Ash

Sent from my iPhone

From: Ashton Carter
To: (b)(6)
Cc: SecDef (b)(6)
Subject: Re: For monday
Date: Saturday, May 09, 2015 4:14:28 PM

Ok. Take off my calendar

Sent from my iPhone

> On May 9, 2015, at 4:10 PM, (b)(6) wrote:
>
> Perfect sir. We already had their office hold that evening in anticipation of it being deferred.
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Saturday, May 09, 2015 03:30 PM
> To: (b)(6)
> Cc: SecDef Ron Lewis <(b)(6)
> Subject: For monday

(b)(6)

(b)(6) - calendar shows June 11 attaches reception. I believe this is one I used to do as dsd. Defer to bob w, if that is the event I'm thinking of. Ash
>
> Sent from my iPhone

From: (b)(6)
To:
Subject: Re: Fwd: June in NYC
Date: Saturday, May 09, 2015 4:07:31 PM

Thanks

From: Ashton Carter (b)(6)
Sent: Saturday, May 09, 2015 03:47 PM
To: (b)(6)
Subject: Fwd: June in NYC

Sent from my iPhone

Begin forwarded message:

> From: Ashton Carter (b)(6)
> Date: May 9, 2015 at 3:46:39 PM EDT
> To: (b)(6)
> Subject: June in NYC
>
> (b)(6) -- I'm sure you realize I don't control my calendar anymore. I now have to be in Asia June 2-3. Sorry to miss the gang. Will keep coming to all the summits and caucuses I can!
>
> Sent from my iPhone

From: Ashton Carter
To:
Cc: (b)(6) Fanning, Eric HON SD; Lewis, Ronald MG SD; Rosenbach, Eric HON SD
Subject: Re: June 3rd IRC Board Meeting
Date: Thursday, May 07, 2015 7:41:21 PM

Tnx. Plz do

Sent from my iPhone

> On May 7, 2015, at 7:07 PM, (b)(6) wrote:
>
> Sir,
>
> We will be on the Asia trip... I will reach out to David to relay regrets and pass that you would love to stop by to see the Board at another date.
>
> (b)(6)
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Thursday, May 07, 2015 06:53 PM
> To: David Miliband (b)(6)
> Cc: (b)(6)
> Subject: Re: June 3rd IRC Board Meeting
>
> Hello David -- good to hear from you. I will look into this, even if only drop by...you know how much I admire your efforts. Ash
>
> Sent from my iPhone
>
>> On May 7, 2015, at 2:14 PM, David Miliband (b)(6) wrote:
>>
>> Dear Ash:
>>
>> I hope this note finds you well. I am writing on the off chance that your schedule might permit you to participate in the IRC's Board and Overseers meeting on June 3rd at the United States Institute of Peace office in Washington, DC. It is my hope that you can join us to give informal remarks on the theme of conflict, fragility, and humanitarianism. Please find attached the formal invitation for your consideration. Should you have any questions, please do not hesitate to contact me at (b)(6).
>>
>> All good wishes.
>> David
>>
>>
>> <Invitation from David Miliband - Honorable Carter.pdf>

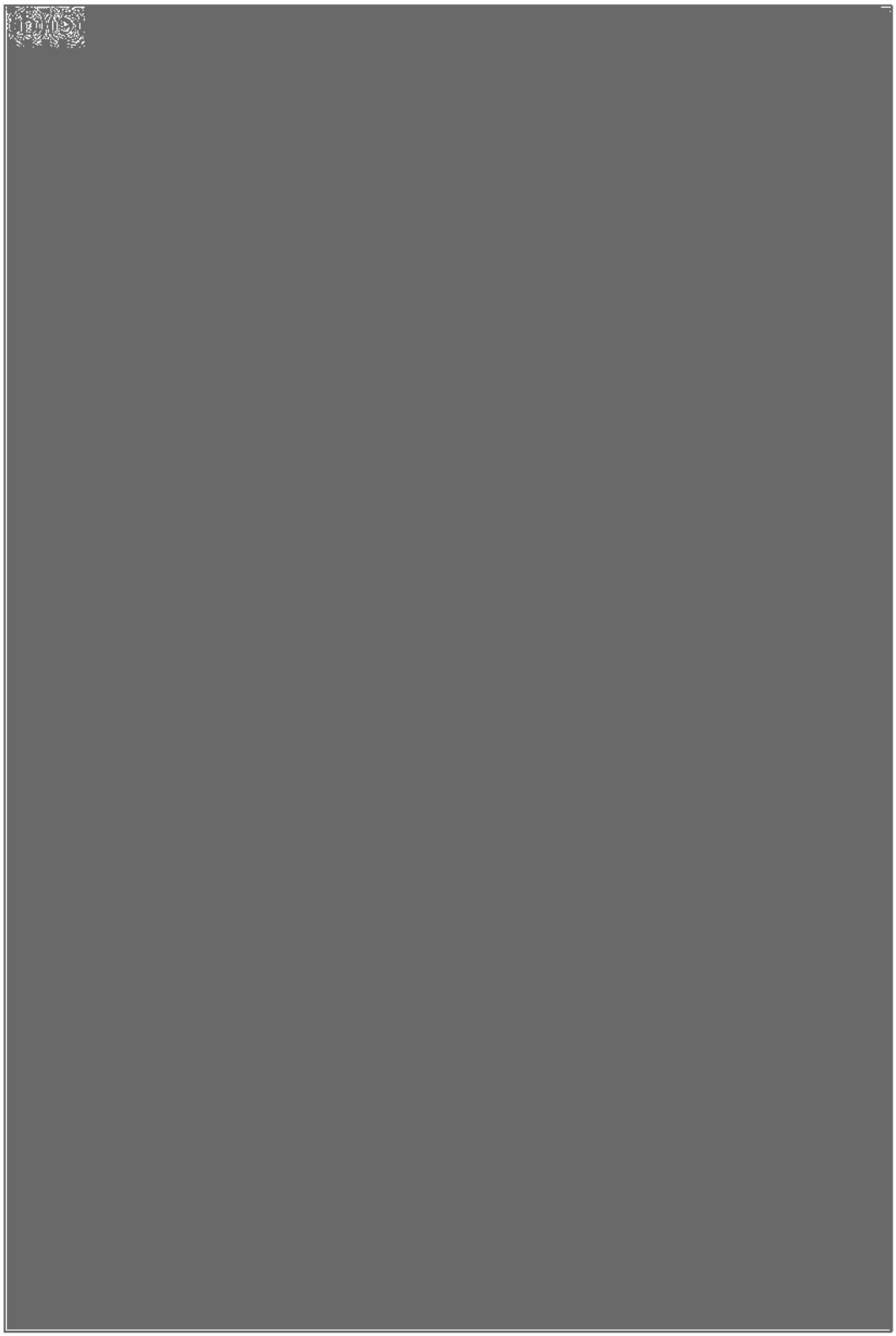
From: Ashton Carter
To: Rosenbach, Eric HON SD
Subject: Re: DBB support for Ash Carter
Date: Thursday, May 07, 2015 6:55:24 PM

(b)(6) Ye[redacted] will be ona and my cag, talk to bob work. Ge[redacted] and more! (b)(6)

Sent from my iPhone

> On May 7, 2015, at 6:47 AM, Rosenbach, Eric HON SD [redacted] wrote:
>
> Yes, sir.
>
> [redacted]
>
> Eric
>
> -----Original Message-----
> From: Ashton Carter [redacted]
> Sent: Thursday, May 07, 2015 6:38 AM
> To: Rosenbach, Eric HON SD
> Subject: Re: DBB support for Ash Carter
>
> Print out list and let's talk
>
> Sent from my iPad
>
>> On May 7, 2015, at 5:49 AM, Rosenbach, Eric HON SD [redacted] wrote:
>>
>> Thanks sir -- would you like us to work the itinerary to have you meet with some of these people, if possible?
>> Best, Eric
>>
>> -----Original Message-----
>> From: Ashton Carter [redacted]
>> Sent: Wednesday, May 06, 2015 6:10 PM
>> To: Rosenbach, Eric HON SD
>> Subject: Fwd: DBB support for Ash Carter
>>
>>
>>
>> Sent from my iPhone
>>
>> Begin forwarded message:
>>
>>
>>
>> From: [redacted]
>> Date: May 5, 2015 at 9:56:45 AM EDT
>> To: Ashton Carter [redacted]
>> Subject: FW: DBB support for Ash Carter

>>
>>
>>
>> Just so you know he was responsive.
>>
>> On 5/4/15 2:59 PM, "Howard Cox" [redacted] wrote:
>>
>>
>>





>>
>>
>>
>> All the best,
>>
>>
>> Howard
>>
>>
>>
>>
>>
>> Howard Cox
>>
>> 
>>
>>
>>
>>
>>
>> -----Original Message-----
>>
>>
>> From: Michael Bayer 
>>
>>
>> Sent: Sunday, May 03, 2015 8:08 AM
>>
>>
>> To: Bill Phillips ; Cynthia Trudell ; Danny Werfel ; David Langstaff;
>>
>>
>> Denis Bovin; Dov Zakheim ; Emil Michael; Howard Cox; Jack Zoeller ; Joe
>>
>>

>> Wright ; Kevin Walker ; Mark Ronald ; Nancy Killefer; Nick Pinchuk ; Phil
>>
>> Odeen; Roxanne Decyk ; Shelly Lazarus ; Taylor Glover; John O'Connor ;
>>
>> Sally Donnelly [redacted]
>>
>> Cc: [redacted]
>>
>> Subject: DBB support for Ash Carter
>>
>> Dear Defense Business Board Members: As I wrote last week, in addition to
>>
>> the ongoing work of the Board in support of Bob Work, the Deputy
>>
>> Secretary, our other "customer" Ash Carter, is most interested in
>>
>> having our help. One of the ways he will look our Board is for advice on
>>
>> his global initiatives, one of which is strengthening maritime security
>>
>> in the Asia Pacific Region. Later this month he will be traveling there
>>
>> with time on the ground in Viet Nam, Singapore and India. [redacted] Ash Carter well
>>

>> understands so much of what happens in this region is animated by the
>>
>>
>> global and regional flows of commerce and investment; worlds uniquely
>>
>>
>> ours, and so would like our advice as to who he should see before he
>>
>>
>> departs, and who and what he should visit while there. As to specific
>>
>>
>> outputs - in addition to developing the lists of what to do there, I
>>
>>
>> would assemble a roundtable for Ash comprised of some of our members and
>>
>>
>> other non-member business leaders of our invitation, to discuss the
>>
>>
>> economic and trade issues we believe are key to a successful visit to
>>
>>
>> this region. This sort of task is not new to the Board, I invite Denis
>>
>>
>> Bovin, John O'Connor and others who served when I last chaired to
>>
>>
>> comment on the similar sessions we held with several Secretaries,
>>
>>
>> Deputies and Chairmen of the Joint Chiefs of Staff. I welcome your
>>
>>
>> individual responses by replying all so we can stimulate everyone's
>>
>>
>> thinking. If at all possible I would like your initial thoughts by this
>>
>>
>> Wednesday's eve. Thanks in advance, Michael Bayer
>>
>>
>>
>>
>>
>>
>>
>>
>>

-----Original Message-----
From: Ashton Carter [redacted]
Sent: Monday, May 04, 2015 6:38 PM
To: Lewis, Ronald MG SD
Subject: Re: Update?

Got it tnx Ron

Sent from my iPhone

> On May 4, 2015, at 6:37 PM, Lewis, Ronald MG SD [redacted] wrote:
>
[redacted]
> Vr
> Ron
>
> -----Original Message-----
> From: Ashton Carter [redacted]
> Sent: Monday, May 04, 2015 6:31 PM
> To: Lewis, Ronald MG SD
> Subject: Update?
>
[redacted]
>
> Sent from my iPhone

From: Ashton Carter
To: Lewis, Ronald MG SD
Cc: SD - SecDef PSO
Subject: Call
Date: Sunday, May 03, 2015 2:45:12 PM



Anything I should know re what's going on in region?

Sent from my iPhone

From: (b)(6)
To: Ashton Carter (b)(6) SecDef
Subject: Arnold Punaro
Date: Wednesday, April 29, 2015 3:05:55 PM

(b)(6)

(b)(6)

His cell number.
He is scheduled to land after 1535.

V/r
(b)(6)

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Tuesday, April 28, 2015 6:04 PM
To: Lewis, Ronald MG SD
Subject: Sitrep

I'll need an update before dinner

Sent from my iPhone

From: (b)(6)
To: ecDef (b)(6)
Subject: FW: Read Aheads - Japan Bi-Lat and State Dinner
Date: Tuesday, April 28, 2015 8:05:09 AM
Attachments: SD Read Ahead - Japan Bi-Lat.doc
SD Read Ahead - State Dinner Japan.doc

READ AHEAD FOR SECRETARY OF DEFENSE
Bi-Lateral Meeting with PM Shinzo Abe of Japan

From: (b)(6)

Date/Time: Tuesday, 28 APR 2015 – 0945 - 1140

Location: The White House
1600 Pennsylvania Ave.
Washington, DC 20500

Format: YOU will participate in a Bi-Lateral Meeting with a Japanese delegation, led by Prime Minister Shinzo Abe, in the Oval Office.

Media: ***Open Press***. Coverage by the White House Press Pool.

Interpretation: **Consecutive**

Timeline:

0815: Call time for Arrival Ceremony

0815-0900: YOU are greeted by State Protocol and briefed on the Arrival Ceremony.

0900-0930: Arrival Ceremony (South Grounds)

0930-1000: Receiving Line with Official Delegations (Blue Room)

1005-1135: YOU participate in a Bi-Lateral Meeting.

1135: Meeting concludes.

1140: YOU depart.

Attachments:

Tab A: Meeting attendees
Tab B: White House Schedule of Events

Tab A

Meeting Attendees: Bi-Lateral Meeting with Prime Minister Shinzo Abe

United States



Japan



Tab B

SCENARIO FOR
THE HONORABLE ASHTON CARTER

TUESDAY, APRIL 28, 2015

ARRIVAL CEREMONY AT THE WHITE HOUSE

Location: The White House South Lawn
In case of inclement weather, the Arrival Ceremony will take place inside in the East Room.

Attire: Business
Baring inclement weather, the Arrival Ceremony will take place outside. Please dress accordingly.

Press: Open

8:15am Please arrive to WEST EXEC. You will be greeted and escorted to the Diplomatic Reception Room by a Senior Greeter from the Office of Protocol. Light refreshments will be provided.

8:45 Members of the U.S. Welcoming Committee will be lined up in precedence order and escorted by White House Social Aides to their designated position outside on the South Lawn.

9:00 The President and Mrs. Obama arrive to the South Portico to greet The Prime Minister and Mrs. Abe upon arrival.

9:00-9:30 ARRIVAL CEREMONY

Sequence of Events:

- National Anthem of Japan and 19 Gun Salute (simultaneous).
- National Anthem of the United States.
- Review of the troops.
- President Obama and Prime Minister Abe return to the platform.
- Army Fife and Drum Corps plays "Troops in Review".
- The Commander of Troops concludes the Honors.
- President Obama gives brief remarks.
- Prime Minister Abe gives brief remarks. (Consecutive interpretation provided.)
- President Obama and Prime Minister Abe face the troops and the Commander of troops indicates the conclusion of the Arrival Ceremony. Leaders exit the platform.

9:30 At the conclusion of the ceremony, members of the U.S. Welcoming Committee are escorted inside the White House via the east steps for the Receiving Line.

RECEIVING LINE WITH THE PRESIDENT, MRS. OBAMA, THE PRIME MINISTER AND MRS. ABE

Location: Blue Room
Attire: Business
Press: Closed, Official Photographers Only

9:35 Members of the U.S. Welcoming Committee are escorted to the Green Room and lined up in precedence order for the Receiving Line in the Blue Room.

9:40-10:00 Members of the U.S. Welcoming Committee are ushered through the Receiving Line with the President, Mrs. Obama, the Prime Minister, and Mrs. Abe.

10:00 U.S. Delegation Meeting Participants are escorted to the Oval Office to hold prior to the Bilateral Meeting.

BILATERAL MEETING

Location: The Oval Office
Attire: Business
Press: Press Spray at the Top of the Meeting

10:05-11:35 U.S. Delegation Meeting Participants are escorted into the Oval Office for the Bilateral Meeting.

11:40-11:55 Bilateral meeting breaks. U.S. press preppers remain in Oval Office for press prep prior to the Joint Press Conference. U.S. Delegation Meeting Participants escorted to the Rose Garden to hold until the press conference begins. Seating for the U.S. and Japanese delegations will be reserved in the first row.

READ AHEAD FOR SECRETARY OF DEFENSE
State Dinner in Honor of Prime Minister Shinzo Abe of Japan

From: (b)(6)

Date/Time: Tuesday, 28 APR 2015 – 1910 - 2245

Location: The White House
1600 Pennsylvania Ave.
Washington, DC 20500

Format: YOU and Mrs. Carter will participate in an Official State Dinner on behalf of Prime Minister Shinzo Abe of Japan.

Media: ***Open Press***. Coverage by the White House Press Pool.

Attire: **Black Tie**

Interpretation: **Consecutive**

Timeline:

1910: YOU and Mrs. Carter arrive to the White House.

1925-2025: YOU and Mrs. Carter participate in a Photo Receiving Line with President Obama and Prime Minister Abe.

2035-2155: YOU and Mrs. Carter are seated for the Official State Dinner.

2210-2230: Entertainment is provided in the State Dining Room.

2245: YOU and other members of the Cabinet depart the White House.

Attachments:
Tab A: Schedule of Events

Tab A

STATE DINNER IN HONOR OF THE PRIME MINISTER AND MRS. ABE

Location: East Room
Attire: Black Tie
Press: Pooled press coverage of toasts and first number of entertainment only

7:10pm Please arrive to the WEST EXEC. You will be greeted and escorted to the East Room for the reception. Light refreshments will be provided.

7:30-8:30pm Guests are invited to the Receiving Line with the President, Mrs. Obama, The Prime Minister, and Mrs. Abe in the Blue Room. Guests are escorted from the Red Room through Blue Room and exit through the Green Room to their seats in the East Room.

8:40-10:10pm OFFICIAL DINNER

Sequence of Events:

- The President, Mrs. Obama, The Prime Minister, and Mrs. Abe arrive.
- The Marine Band plays Hail to the Chief.
- President Obama proceeds to the stage and delivers a toast.
- Prime Minister Abe proceeds to the stage and delivers a reciprocal toast.
- Dinner is served.

10:10-10:30 ENTERTAINMENT

10:30pm Program concludes. Guests escorted to West Exec for departure.

From: Lewis, Ronald MG SD
To: SecDef (b)(6)
Cc: "Ashton Carter"
Date: Monday, April 13, 2015 9:05:42 PM

SD,
Below are the changes for tomorrow. We'll have an updated calendar for tomorrow sent out to the control room and then updated miniatures when you're in tomorrow. Also have the (b)(5) (b)(5) coming out to the control room. Are you OK with PSO bringing you those products tonight or wait until the morning?
Vr
Ron

(b)(6)

Here are the changes for tomorrow's schedule:

Departs residence at the same time.

0815 - 0825: Prep (b)(6) Phone Call

(b)(6) 0825 -0845 Phone Call

CENTCOM SVTC remains at the same time.

1000 - 1100 DSD takes the Service Sec/Chief meeting.

(b)(5)

The rest of the schedule remains the same except that we need to add a meeting with the DSD at 1415.

***We are still confirming through Policy whether the (b)(6) will be available at that time.

VR

(b)(6)

From: Lewis, Ronald MG SD
To: SecDef (b)(6)
Subject: RE: (b)(6) move the time to ~1700
Date: Sunday, April 05, 2015 3:55:19 PM

Roger on both emails
Vr
Ron

-----Original Message-----
From: SecDef (b)(6)
Sent: Sunday, April 05, 2015 3:50 PM
To: Lewis, Ronald MG SD
Subject: Re: (b)(6) move the time to ~1700

I'm not wearing two phones all the time so you need to alert me when you send a bb msg

----- Original Message -----
From: Lewis, Ronald MG SD
Sent: Sunday, April 05, 2015 03:22 PM
To: SecDe (b)(6)
Cc: 'Ashton Carter' (b)(6) Fanning, Eric HON SD
Subject: FW: (b)(6) move the time to ~1700

SD,
Looks like the (b)(5) and would like to make the call at 1715. I had the team go back and verify that he can't go before 1700, which was your request, and he cannot (b)(5) Are you OK at 1715?
Vr
Ron

-----Original Message-----
From: SD - Cables Executive Support Officer
Sent: Sunday, April 05, 2015 2:40 PM
To: Lewis, Ronald MG SD
Cc: (b)(6) Cables Executive Support Officer
Subject: FW: (b)(6) move the time to 1700

Sir, good afternoon, per email below from Policy (b)(6) prefers to do call at 1715 EST if possible.

V/R
(b)(6)
Executive Support Officer
Secretary of Defense Cables
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Sunday, April 05, 2015 2:36 PM
To: (b)(6)
Cc: SD - Cables Executive Support Officer; Skaluba, Christopher P SES OSD OUSD POLICY (US); Fantini, Michael A Brig Gen USAF OSD OUSD POLICY (US)
Subject: (b)(6) move the time to ~1700



I said I would call back to confirm.

Can you push this up the chain?



(b)(6)

From: Lewis, Ronald MG SD
To: SecDef [redacted] Fanning, Eric HON SD
Subject: RE: Fwd: speech at cybercom
Date: Thursday, March 12, 2015 9:04:04 PM

Working it now.
Vr
Ron

-----Original Message-----
From: SecDef [redacted]
Sent: Thursday, March 12, 2015 8:57 PM
To: Fanning, Eric HON SD; Lewis, Ronald MG SD
Subject: Fw: Fwd: speech at cybercom

From: Ashton Carter [redacted]
Sent: Thursday, March 12, 2015 08:45 PM
To: SecDef [redacted]
Subject: Fwd: speech at cybercom

Subject: speech at cybercom

[redacted]

ash

From: SecDe (b)(6)
To: Lewis, Ronald MG SD
Subject: Re: (b)(5)
Date: Sunday, March 08, 2015 11:59:56 AM

Yes call

From: Lewis, Ronald MG SD
Sent: Sunday, March 08, 2015 11:50 AM
To: SecDe (b)(6)
Subject: Re: (b)(5)

Roger, can I give you a quick call- (b)(5) looking for an answer on one item around noon.
Vr
Ron

---- Original Message ----

From: SecDef (b)(6)
Date: March 8, 2015, 10:06 AM EDT
To: Lewis, Ronald MG SD (b)(6)
Subject: Re: (b)(5)

(b)(5)

----- Original Message -----
From: Lewis, Ronald MG SD
Sent: Sunday, March 08, 2015 09:46 AM
To: SecDe (b)(6)
Subject: RE: (b)(5)

I am compiling all the OPS materials right now and will have them sent over by Cables shortly. I'll make sure the PSOs know when the package is moving (next 30 minutes).
Vr
Ron

-----Original Message-----
From: SecDef (b)(6)
Sent: Sunday, March 08, 2015 9:44 AM
To: Lewis, Ronald MG SD
Subject: Re: (b)(5)

I just got dump from psos that does not contain anything on either (b)(5)

----- Original Message -----
From: Lewis, Ronald MG SD
Sent: Saturday, March 07, 2015 09:21 PM
To: SecDef (b)(6)
Cc: Fanning, Eric HON SD; 'Ashton Carter' (b)(6)
Subject: FW: (b)(5)

Sir,
I have several operational pieces I will push to you in the morning [redacted] and this one Christine refers to below. Additionally, [redacted]

VR
Ron

-----Original Message-----
From: Wormuth, Christine E CIV OSD OUSD POLICY (US) [redacted]
Sent: Saturday, March 07, 2015 8:23 PM
To: Fanning, Eric HON SD; Lewis, Ronald MG SD
Cc: [redacted]
Subject: [redacted]

Eric and Ron: [redacted] If he is not available tonight or tomorrow am, pls let me know [redacted] Thanks! CEW

-----Original Message-----
From: Lewis, Ronald MG SD
Sent: Sunday, March 01, 2015 12:05 PM
To: (b)(6)
Cc: Ashton Carter
Subject: RE: <no subject>

Printing now.
Vr
Ron

-----Original Message-----
From: (b)(6)
Sent: Sunday, March 01, 2015 11:47 AM
To: Lewis, Ronald MG SD
Cc: Ashton Carter
Subject: <no subject>

Can this be printed so Ash can have it when he gets in?
Thanks!

-----Original Message-----
From: Michael Bayer (b)(6)
Sent: Saturday, February 28, 2015 7:23 PM
To: Ashton Carter; Fanning, Eric HON SD; Lewis, Ronald MG SD; Arnold Punaro
Subject: (b)(6) heartfelt regret

Gentlemen, per my conversation with Arnold on Thursday and a continued inability to get a reasonable flight that would take me down to DC and then back up to Vermont (b)(5) (b)(6) I do not believe I am going to make it tomorrow. I would really like to be there, but Arnold felt the team would have things covered (b)(5),(b)(6) Thank you very much for covering for me and please apologize to Dr. Carter for me. It pains me anytime I can't be available to contribute and it is especially important to be able to be there as he establishes himself as the new Secretary. (b)(6)

From: Michael Bayer (b)(6)
Sent: Thursday, February 26, 2015 04:51 PM
To: (b)(6) Arnold Punaro (b)(6)
Subject: Re: Pls call me soonest

(b)(6) The prep session is locked 1-4 Sunday in SecDefs office

Sent from my iPhone

On Feb 26, 2015, at 2:37 PM, (b)(6) wrote:

Shout at me when you can and when this is firm so we can war game this together. My desk is (b)(6) and cell is either (b)(6) Thanks very much.

From: Michael Bayer (b)(6)
Sent: Thursday, February 26, 2015 10:58 AM
To: (b)(6)
Subject: Re: Pls call me soonest

We should have a firm time by 1300 I suspect the call from Eric is (b)(5)

Sent from my iPhone

On Feb 26, 2015, at 10:28 AM, (b)(6) wrote:

Michael, (b)(6) and then getting a new flight to go up to them Saturday night. Is this firm for Saturday? I can't lock this quite yet (b)(6)

(b)(6) Do you expect Fanning will raise the prep when I speak with him at noon today?

-----Original Message-----
From: Michael Bayer (b)(6)
Sent: Thursday, February 26, 2015 09:25 AM Eastern Standard Time
To: (b)(6)
Subject: Re: Pls call me soonest

(b)(6) Ash needs some supplemental peer for his posture hearings next week he asked me to gather Arnold and his murderboard team you and me (others?) for a Saturday session with him Arnold is gathering the materials I am working schedule w Eric and Ron Can you make Saturday

Sent from my iPhone

> On Feb 26, 2015, at 8:42 AM, (b)(6) (b)(6) wrote:
>
> (b)(6)
>
> Just tried to reach you. I am running around between meetings this morning, some in a scif without mobile access but will continue to try to get you. Fanning's office just set up a call with me for 12:15 today so I would like to connect with you all before that. Thanks.
>
> (b)(6)
>
>
> ----- Original Message -----
> From: Michael Bayer (b)(6)
> Sent: Thursday, February 26, 2015 08:09 AM
> To: (b)(6) Arnold Punaro (b)(6)
> Subject: Pls call me soonest
>
> (b)(6)
>
> Sent from my iPhone

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: RE: I will get morning papers from control room when I wake up at 5
Date: Wednesday, May 27, 2015 1:03:42 AM

Copy sir

---- Original Message ----
From: Ashton Carter (b)(6)
Date: May 26, 2015, 6:59 PM HST
To: Lewis, Ronald MG SD (b)(6)
Subject: I will get morning papers from control room when I wake up at 5

No need for anybody else to be up.

Sent from my iPhone

From:	Ashton Carter
To:	Rosenbach, Eric HON SD
Subject:	Fwd:
Date:	Tuesday, May 26, 2015 5:30:25 PM
Attachments:	WWA_Awards_Dinner_Invite.pdf ATT00001.htm Final_Program.pdf ATT00002.htm

---

Sent from my iPhone

Begin forwarded message:

From: "Jane Harman" (b)(6)
To: "Ash (b)(6) Carter" (b)(6)

Hi Ash! Bob and I loved our time with you and (b)(6)

I am *thrilled* you will accept the nonpartisan Wilson Award for Public Service sometime this fall. (Attached is material about the event we did honoring Hillary when she was Secretary of State).

Whom should we work with in your office? Our preferred date is Monday, November 2.

Much affection,
Jane

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TO

The Secretary of State Hillary Rodham Clinton

THURSDAY, APRIL 26, 2012

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WASHINGTON, D.C.

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7:30 P.M. DINNER
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  Benefits include invitations to "A Day at the Wilson Center" held three times a year; exclusive discussions, presentations, and roundtables such as "Impact on Business" and "Behind the Headlines"; and briefings with Center program directors, scholars, and other policy experts.
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- logo recognition on the Wilson Center's website
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For a $2,500 contribution, an individual purchaser receives:

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Please send your completed response in the enclosed envelope to:

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Fax: (202) 636-8755

For further information, please contact Ariel Metzger
at (202) 636-8745 or via email at Ariel@[illegible]

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Washington, DC
April 26, 2012

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Welcome and introduction

Frederic V. Malek

Woodrow Wilson Center Overview

Dinner

Introduction of Film

Tribute to Secretary of State Hillary Rodham Clinton

Thomas F. McLarty III

Presentation of the Woodrow Wilson Award for Public Service to Secretary of State Hillary Rodham Clinton

Jane Harman

Christine Lagarde

Remarks

Secretary of State Hillary Rodham Clinton

Closing Remarks

Joseph B. Gildenhorn

April 26, 2012 Washington, D.C.

Hillary Rodham Clinton

Secretary of State



On January 21, 2009, Hillary Rodham Clinton was sworn in as the 67th Secretary of State of the United States. Secretary Clinton joined the State Department after nearly four decades in public service as an advocate, attorney, First Lady, and Senator.

Secretary Clinton was born in Chicago, Illinois on October 26, 1947 to the late Dorothy Rodham and Hugh Rodham. She attended local public schools before graduating from Wellesley College and Yale Law School, where she met Bill Clinton. In 1974, Secretary Clinton moved to Arkansas, a year later then married Bill Clinton and became a successful attorney while also raising their daughter, Chelsea. She was an assistant professor at the University of Arkansas School of Law, and after working to strengthen the local legal aid office, she was appointed by President Jimmy Carter in 1977 to serve on the board of the Legal Services Corporation, which she later chaired.

During her 12 years as First Lady of the State of Arkansas, she was Chairwoman of the Arkansas Education Standards Committee, co-founded the Arkansas Advocates for Children and Families, and served on the boards of the Arkansas Children's Hospital, and the Children's Defense Fund.

In 1992, Governor Clinton was elected President of the United States, and as First Lady, Hillary Clinton became an advocate of health care reform and worked on many issues relating to children and families. She led successful bipartisan efforts to improve the adoption and foster care systems, reduce teen pregnancy, and provide health care to millions of children through the Children's Health Insurance Program. She also traveled to more than 80 countries as a representative of our country, winning respect as a champinn of human rights, democracy and civil society. Her famous speech in Beijing in 1995—when she declared that "human rights are women's rights, and women's rights are human rights"—inspired women worldwide and helped galvanize a global movement for women's rights.

With Secretary of State Madeleine K. Albright, Secretary Clinton worked to launch the government's Vital Voices Democracy Initiative. Today, Vital Voices is a non-governmental organization that continues to train and organize women leaders across the globe.

In 2000, Hillary Clinton made history as the first First Lady elected to the United States Senate, and the first woman elected statewide in New York. In the Senate, she served on the Armed Services Committee, the Health, Education, Labor and Pensions Committee, the Environment and Public Works Committee, the Budget Committee and the Select Committee on Aging. She was also a Commissioner on the Commission on Security and Cooperation in Europe.

As a Senator, Clinton worked across party lines to build support for causes important to her constituents and the country, including the expansion of economic opportunity and access to quality, affordable health care. After the terrorist attacks of September 11, 2001, she was a strong advocate for funding the rebuilding of New York and the health concerns of the first responders who risked their lives working at Ground Zero. She also championed the cause of our nation's military and fought for better health care and benefits for wounded service members, veterans and members of the National Guard and Reserves. She was also the only Senate member of the Transformation Advisory Group to the Department of Defense's Joint Forces Command.

In 2006, Senator Clinton won reelection to the Senate, and in 2007 she began her historic campaign for President. In 2008, she campaigned for the election of Barack Obama and Joe Biden, and in November, she was nominated by President-elect Obama to be Secretary of State.

Secretary Clinton is the author of best-selling books, including her memoir, *Living History*, and her groundbreaking book on children, *It Takes A Village*. She and President Clinton reside in New York.

Christine Lagarde

MANAGING DIRECTOR

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Born in Paris in 1956, Christine Lagarde completed high school in Le Havre and attended Holton Arms School in Bethesda (Maryland, USA). She then graduated from law school at University Paris X, and obtained a Master's degree from the Political Science Institute in Aix en Provence.

After being admitted as a lawyer to the Paris Bar, Christine Lagarde joined the international law firm of Baker & McKenzie as an associate, specializing in Labor, Anti-trust, and Mergers & Acquisitions. A member of the Executive Committee of the Firm in 1995, Christine Lagarde became the Chairman of the Global Executive Committee of Baker & McKenzie in 1999, and subsequently Chairman of the Global Strategic Committee in 2004.

Christine Lagarde joined the French government in June 2005 as Minister for Foreign Trade. After a brief stint as Minister for Agriculture and Fisheries, in June 2007 she became the first woman to hold the post of Finance and Economy Minister of a G-7 country. From July to December 2008, she also chaired the ECOFIN Council, which brings together Economics and Finance Ministers of the European Union.

As a member of the G-20, Christine Lagarde was involved in the Group's management of the financial crisis, helping to foster international policies related to financial supervision and regulation and to strengthen global economic governance. As Chairman of the G-20 when France took over its presidency for the year 2011, she launched a wide-ranging work agenda on the reform of the international monetary system.

In 2009, Christine Lagarde was ranked the 17th most influential woman in the world by *Forbes* magazine, the 5th best European executive woman by *The Wall Street Journal Europe*, and became one of *Time* magazine's top-100 world leaders. The *Financial Times* named her European Finance Minister of 2009.

Christine Lagarde was named Chevalier in the Légion d'honneur in July 2000.

A former member of the French national team for synchronized swimming, Christine Lagarde is the mother of two sons.

Jane Harman

Director, President and CEO
Woodrow Wilson Center



Jane Harman resigned from Congress February 28, 2011 to join the Woodrow Wilson Center as its first female Director, President and CEO.

Representing the aerospace center of California during nine terms in Congress, she served on all the major security committees: six years on Armed Services, eight years on Intelligence and four on Homeland Security. She has made numerous Congressional fact-finding missions to hotspots around the world including North Korea, Syria, Libya, Afghanistan, Pakistan, Yemen and Guantanamo Bay to assess threats against the U.S.

During her long public career, she has been recognized as a national expert at the nexus of security and public policy issues. Harman received the Defense Department Medal for Distinguished Service in 1998, the CIA Seal Medal in 2007, and the CIA Director's Award and the National Intelligence Distinguished Public Service Medal in 2011. She is a member of the Defense Policy Board, State Department Foreign Policy Board, CIA External Advisory Board, the Director of National Intelligence's Senior Advisory Group, and is a Trustee of the Aspen Institute and the University of Southern California.

A product of Los Angeles public schools, Harman is a magna cum laude graduate of Smith College, where she was elected to Phi Beta Kappa, and Harvard Law School. Prior to serving in Congress, she was a top aide in the United States Senate, Deputy Cabinet Secretary to President Jimmy Carter, Special Counsel to the Department of Defense, and in private law practice.

Married for over three decades to Sidney Harman, founder and Chairman Emeritus of Harman International Industries and Chairman of *Newsweek* magazine, she has four adult children and four grandchildren. Sidney Harman died in April 2011, and she has assumed his seat on the Board of Directors at the *Newsweek* Daily Beast Co.

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The Wilson Center is the nation's living memorial to President Woodrow Wilson, whose work to bridge scholarship and public policy and whose vision of international cooperation, continue to inspire today. The Center is also a not-for-profit organization that looks to the private sector to help support its programs and activities.



We have entered a new era—one shaped by an unprecedented pro-democracy wave in the Middle East, global economic uncertainty, heightened political polarization in the United States, and the emergence of new geopolitical players worldwide. The Center's role has never been so important.

We address these challenges by convening "the thinkers and the doers"—policymakers, scholars, business leaders, and NGO voices; by promoting policy-relevant research and dialogue; and by creating a safe political space for all points of view in the belief that an informed, open, and civil conversation will lead to improved understanding, cooperation, and, ultimately, better public policy.

"We are not put into the world to sit still and know; we are put in it to act."

—Woodrow Wilson, inaugural address as president of Princeton University, 1902

The Woodrow Wilson Awards



In every nation there are great men and women who have, by the strength of their character and their own accomplishments, become ingrained in the citizenry's consciousness. They are thinkers, doers, and risk-takers who have overcome adversity, found success, and stood up for the common good. We label them public servants and corporate citizens—in essence, they are leaders. Their legacies reflect the values of the United States' 28th President, Woodrow Wilson, a leader who believed that, "There is no higher religion than human service. To work for the common good is the greatest creed."

Since 1998, the Wilson Center has recognized such exemplary individuals with the Woodrow Wilson Awards. At dinner ceremonies held across the globe, the Center honors those who through thoughtful discussion, generous philanthropy, and selfless service have made the world a better place for all of us.

The Woodrow Wilson Award for Public Service is presented to individuals who have poured their time, talents, and resources into improving the lives and futures of others and in so doing have inspired us all. Recipients include policymakers, philanthropists, scientists, civic leaders, and humanitarians who have excelled in their fields while leaving a deep, positive impact on their communities and the world at large.

We are pleased to present the Woodrow Wilson Award for Public Service to Secretary of State Hillary Rodham Clinton.

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David M. Rubenstein

From: Lewis, Ronald MG SD
To: (b)(6) "Ashton Carter"; SecDef (b)(6)
Subject: FW: Chaplain"s Prayer from Memorial Day
Date: Tuesday, May 26, 2015 10:59:44 AM
Attachments: Memorial Day Observance.docx

As requested.
Vr
Ron

-----Original Message-----
From: (b)(6)
Sent: Tuesday, May 26, 2015 10:35 AM
To: Lewis, Ronald MG SD
Cc: (b)(6)
Subject: Re: Chaplain's Prayer from Memorial Day

Sir,

Attached is a copy of the invocation and benediction from MG Buchanan.

Thank you.
(b)(6)

From: Lewis, Ronald MG SD
Sent: Tuesday, May 26, 2015 05:12 AM
To: (b)(6)
Subject: Chaplain's Prayer from Memorial Day

(b)(6)

Good morning. Secretary and Mrs. Carter thought the Chaplain (COL) did a terric job with his remarks yesterday at Arlington. They would like to get a copy of his prayer. Can you work that today, probably through MG Jeff Buchanan. Really appreciate it.
Ron

Memorial Day Observance
Arlington National Cemetery
May 25, 2015

Invocation:

Almighty God,

We gather today across America very mindful of the cost paid for the freedom we enjoy. We gather on these hallowed grounds particularly to remember and to honor, with singular devotion, men and women of ignoble clay like ours, but who rose above their human condition with noble hearts and steadfast wills. Who, despite the brevity or the obscurity of their lives, dignified our humanity and the profession of arms by choosing to stand for something; who declared with their actions that preserving freedom is a cause to live for, to serve for, and even to die for.

Bless our commemoration here and all its participants. May this observance render honor to those we remember. For what they gave they deserve more than we can give. We ask you, Lord, to bestow upon them the gift this world cannot give: grant them the peace that they found so elusive in this life and let that peace be full and everlasting.

Amen.

Benediction:

Eternal rest grant unto our beloved dead, O Lord, and let perpetual light shine upon them. May they rest in peace.

Bless us all, Lord. Bless all across this land we call America with strength, wisdom and courage. May the sacrifice of so many who have died in service to our country and our world inspire us who remain to a renewed commitment to our nation and to our patriotic duty.

Amen.

From: Lewis, Ronald MG SD
To: (b)(6) SecDef (b)
Subject: Fw: TAPS Kids Piece -- CNN
Date: Monday, May 25, 2015 9:47:33 AM

In case you want for your files or to forward.
Vr
Ron

---- Original Message ----

From: Woog, Carlin R (Carl) SES OSD PA (US) (b)(6)
Date: May 23, 2015, 6:33 PM EDT
To: Bardorf, Rene' C SES OSD PA (US) (b)(6) COLBURN, CHRISTOPHER B (Brent) SES OSD PA (US)
<(b)(6) Fanning, Eric HON SD (b)(6) Lewis, Ronald MG SD
<(b)(6) Rosenbach, Eric HON SD (b)(6)
<(b)(6)
Subject: Fw: TAPS Kids Piece -- CNN

Here is the piece it ran about 90 mins ago... really great stuff. exactly what we hoped for....

Carl Woog
Deputy Assistant to the Secretary of Defense
for Communications
(b)(6)

Original Message
From: Carl Woog (b)(6)
Sent: Saturday, May 23, 2015 6:31 PM
To: Woog, Carlin R (Carl) SES OSD PA (US)
Subject: TAPS Kids Piece -- CNN

http://mms.tveyes.com/Transcript.asp?StationID=100&DateTime=5%2F23%2F2015+4%3A52%3A25+PM&LineNumber=&MediaStationID=100&playclip=True&RefPage=

From: Ashton Carter
To: Lewis, Ronald MG SD
Cc: SecDef (b) (6) Ron Lewis
Subject: Re: Cables call??
Date: Saturday, May 23, 2015 8:41:50 AM

Ok

Sent from my iPhone

> On May 23, 2015, at 8:35 AM, Lewis, Ronald MG SD (b)(6) wrote:
>
> Yes ....also, (b)(5) (b)(5)
>
> -----Original Message-----
> From: Ashton Carter [mailto (b)(6)
> Sent: Saturday, May 23, 2015 8:33 AM
> To: Lewis, Ronald MG SD
> Cc: SecDef (b) (6) Ron Lewis
> Subject: Re: Cables call??
> (b)(5),(b)(6)
>
>
> Sent from my iPad
>
>> On May 23, 2015, at 8:23 AM, Lewis, Ronald MG SD (b)(6) wrote:
>>
>> Will do. Have you seen the (b)(5) vet? Recommend we get those to you before the call just in case he wonders into other topics.... (b)(5) (b)(5)
>> Ron
>>
>> -----Original Message-----
>> From: Ashton Carter [mailto (b)(6)
>> Sent: Saturday, May 23, 2015 8:19 AM
>> To: Lewis, Ronald MG SD
>> Cc: SecDef (b) (6) Ron Lewis
>> Subject: Re: Cables call??
>>
>> 845 ok. Have cables call landline. And do forensics on last nite
>>
>> Sent from my iPhone
>>
>>> On May 23, 2015, at 8:18 AM, Lewis, Ronald MG SD (b)(6) wrote:
>>>
>>> I just talked to (b)(6) He thinks this is another follow up call on (b)(5) He doesn't think it's hot but knows (b)(6) does want to follow up with you some time. Do you want to do this at 0845? Want to find a more convenient time later on?
>>> Vr
>>> Ron
>>>
>>> -----Original Message-----
>>> From: Ashton Carter [mailto (b)(6)
>>> Sent: Saturday, May 23, 2015 8:09 AM
>>> To: Lewis, Ronald MG SD
>>> Cc: SecDef (b) Ron Lewis
>>> Subject: Re: Cables call??

>>>
>>> Ok
>>>
>>> Sent from my iPhone
>>>
>>>> On May 23, 2015, at 8:08 AM, Lewis, Ronald MG SD (b)(6) wrote:
>>>>
>>>> Not sure. Current team on duty was not tracking. (b)(5) is trying to get you this morning. I'm going to see if I can get time/topic/urgency from (b)(5) then send you a note. He asked for 0845 I'm working it.
>>>> Ron
>>>>
>>>> -----Original Message-----
>>>> From: Ashton Carter [mailto: (b)(6)
>>>> Sent: Saturday, May 23, 2015 7:52 AM
(b)(6) >>>> To: SecDef Ron Lewis
>>>> Subject: Cables call??
>>>>
>>>> It looks like cables called my cell last nite. Why?
>>>>
>>>> Sent from my iPad

From: Lewis, Ronald MG SD
To: SecDef (b)(6)
Subject: FW: USMC helo (b)(5)
Date: Friday, May 15, 2015 5:33:56 AM

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Locklear, Samuel J ADM PACOM, J00 (b)(6)
Date: May 15, 2015, 2:44 AM EDT
To: (b)(6)
(b)(6) Dempsey, Martin E GEN USARMY JS OCJCS (US)
, Harris, Harry B ADM COMPACFLT, N00 (b)(6)
Lewis, Ronald MG SD (b)(6) ROBINSON, LORI J Gen USAF PACAF PACAF/CC
(b)(6) Toolan LtGen John A (b)(6) Winnefeld, James A Jr ADM
USN JS OCJCS (US) (b)(6)
CC: Crutchfield, Anthony G LTG USPACOM J01 (b)(6) Montgomery, Mark C
RADM PACOM, J3 (b)(6) Wissler, John E LtGen MARFORPAC, Commanding
General, III MEF
Subject: USMC helo (b)(5)

Mr Secretary and Chairman, just received a call from LtGen John Wissler, JTF 505 in Katmandu. He reports the Nepal ground forces have found a crash sight with possible remains on a high ridge line near where the helo was last seen. US. recovery teams are in route, but indications are this is the helo we have been searching for. More to follow as we get verification. News media will likely report this in the next few hours.

Good coordination and support by Nepal and the Indians during our search efforts. More to follow. Vr sam

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: Re: Space charts are unreadable
Date: Wednesday, May 13, 2015 9:27:37 PM

Copy. Will work it. Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: May 13, 2015, 9:16 PM EDT
To: Ron (b)(6)
CC: SecDef (b)(6)
Subject: Re: Space charts are unreadable

Four teeny charts xeroxed onto one

Sent from my iPhone

On May 13, 2015, at 9:14 PM, Ron (b)(6) wrote:

> Roger....legibility or content/presentation?
> Vr
> Ron
>
> Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone
>
> -------- Original message --------
> From: Ashton Carter
> Date:05/13/2015 20:30 (GMT-05:00)
> To: (b)(6) Ron Lewis
> Subject: Space charts are unreadable
>
> Sent from my iPhone

From:	Ashton Carter
To:	Rosenbach, Eric HON SD
Subject:	Fwd: Control system cyber security and Stanford meeting
Date:	Sunday, May 10, 2015 6:21:13 PM
Attachments:	Senate Hearing Prepared Testimony 3-19-09.pdf ATT00001.htm

---

fysa, no specific reply required ash

Sent from my iPad

Begin forwarded message:

From: (b)(6)
To: (b)(6)
Subject: FW: Control system cyber security and Stanford meeting

Ash,

Very nice to have an opportunity to catch up with you briefly last week. Not sure whether I should offer you congratulations or condolences, but am delighted you are in the role. Maybe only Bill Perry has been anywhere near as qualified when assuming the mantle. I sat next to this Joe Weiss at your lecture and got an ear full on the subject of the need for us to focus on control systems every bit as much as IT systems in combatting cyber terrorism. I thought I'd pass on the materials he sent me afterwards in case you thought it was worthwhile to have someone look at them. He was certainly passionate in his convictions, but not clear to me whether he's making any points you haven't heard many times. In any case, for whatever his musings are worth. All the best.
(b)(6)

From: Joe Weiss [mailto: (b)(6)
Sent: Thursday, April 23, 2015 7:20 PM
To: (b)(6)
Subject: Control system cyber security and Stanford meeting

(b)(6) I met you today at Stanford. You mentioned you knew Secretary Carter. The area of control system cyber security addresses the industrial infrastructures of electric power, water, chemicals, pipelines, manufacturing, and transportation world-wide. Control system cyber security is still not well understood and there is minimal appropriate technology currently available. Enclosed is some information about control system cyber security including my testimony to Senator Rockefeller's Commerce Committee.

my blog- www.controlglobal.com/unfettered<http://www.controlglobal.com/unfettered>
my book: Protecting Industrial Control Systems from Electronic Threats
my Stanford lecture: https://www.youtube.com/watch?v=S3Yyv53dZ5A

NBC Bay Area segment - http://www.nbcbayarea.com/investigations/Critical-Infrastructure-Vulnerable-to-Cyber-Attacks-Experts-Warn-290370921.html
http://www.csmonitor.com/World/Passcode/2015/0323/How-cyberattacks-can-be-overlooked-in-America-s-most-critical-sectors

Respectfully,
Joe

Joe Weiss PE, CISM, CRISC, ISA Fellow, IEEE Senior Member
Applied Control Solutions, LLC
(b)(6)

(b)(6)

www.realtimeacs.com<http://www.realtimeacs.com>
blog site: www.controlglobal.com/unfettered<http://www.controlglobal.com/unfettered>
Book URL: http://www.momentumpress.net/books/protecting-industrial-control-systems-electronic-threats

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Testimony of
Joseph M. Weiss

Control Systems Cyber Security Expert

before the

Committee on Commerce, Science, and Transportation
U.S. Senate

March 19, 2009

Control Systems Cyber Security—The Current Status of Cyber Security of Critical Infrastructures

Good afternoon Mr. Chairman and Members of the Committee. I would like to thank the Committee for your invitation to discuss the current status of cyber security of the control systems utilized in our nation's critical infrastructure.

I am a nuclear engineer who has spent more than thirty years working in the commercial power industry designing, developing, implementing, and analyzing industrial instrumentation and control systems. I have performed cyber security vulnerability assessments of power plants, substations, electric utility control centers, and water systems. I am a member of many groups working to improve the reliability and availability of critical infrastructures and their control systems, including the North American Electric Reliability Council's (NERC) Control Systems Security Working Group (CSSWG), the Instrumentation Systems and Automation Society (ISA) S99 Manufacturing and Control Systems Security Committee, the National Institute of Standards and Technology (NIST) Industry-Grid Working Group, Institute for Electrical and Electronic Engineers (IEEE) Power Engineering Society Substations Committee, International ElectroTechnical Commission (IEC) Technical Committee 57 Working Group 15, and Council on Large Electric Systems (CIGRÉ) Working Group D2.22- Treatment of Information Security for Electric Power Utilities (EPUs). I would like to state for the record that the views expressed in this testimony are mine.

Until 2000, my focus strictly was to design and develop control systems that were efficient, flexible, cost-effective, and remotely accessible, without concern for cyber security. At about that time, the idea of interconnecting control systems with other networked computing systems started to gain a foothold as a means to help lower costs and improve efficiency, by making available operations-related data for management "decision support." Systems of all kinds that were not interconnected with others and thereby could not share information ("islands of automation") became viewed as an outmoded philosophy. But at the same time, there was no corresponding appreciation for the cyber security risks created. To a considerable extent, a lack of appreciation for the potential security pitfalls of highly interconnected systems is still prevalent today, as can be witnessed in many articles on new control systems and control system conferences. As such, the need for organizations to obtain information from operational control system networks to enable ancillary business objectives has often unknowingly led to increased cyber vulnerability of control system assets themselves.

The timing of this hearing is fortuitous as the Stimulus Bill has recently been approved which is stimulating work on the Smart Grid, the North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) cyber security standards are being updated, the Chemical Facility Anti-Terrorism Standards (CFATS) is being reviewed, and the water industry R&D Roadmap has been issued. In each case, I believe there are shortcomings that can have significant impacts on the security of our critical infrastructures if they are not adequately addressed.

Introduction[2]

Industrial Control Systems (ICS)[3] are an integral part of the industrial infrastructure providing for the national good. While sharing basic constructs with Information Technology (IT) business systems, ICSs are technically, administratively, and functionally more complex and unique than business IT systems. Critical infrastructure protection focuses on protecting and maintaining a safe and reliable supply of electric power, oil, water, gasoline, chemicals, food, etc. Computer cyber vulnerabilities are important if they can affect the safe, functional performance of these systems and processes. One should view current ICS cyber security as where mainstream IT security was fifteen years ago – it is in the formative stage and needs support to leapfrog the previous IT learning curve.

The convergence of mainstream IT and ICS systems require both mainstream and control system expertise. It is the successful convergence of these systems and organizations that will enable the promised secure productivity benefits. To ensure that ICS are adequately represented, include subject matter experts with control systems experience in all planning meetings that could affect these systems.

Generally cyber security has been the purview of the Information Technology (IT) department, while control system departments have focused on equipment efficiency and reliability – not cyber security. This has led to the current situation where some parts of the organization are now sensitized to security while others are not as yet aware of the need. Industry has made progress in identifying control system cyber security as an issue while not appreciating the full gravity of the matter. There is a significant difference between the security philosophies of enterprise IT and ICS. The purpose of enterprise security is to protect the data residing in the servers from attack. The purpose of ICS security is to protect the ability of the facility to safely and securely operate, regardless of what may befall the rest of the network.

Cyber refers to electronic communications between systems and/or individuals. This term applies to any electronic device with serial or network connections. For this White Paper, the umbrella term "cyber" addresses all electronic impacts on ICS operation including:

- intentional targeted attacks,
- unintended consequences such as from viruses and worms,
- unintentional impacts from inappropriate policies, design, technologies, and/or testing,

[2] The testimony is based on the White Paper prepared for the Center for Strategic and International Studies, "Assuring Industrial Control System (ICS) Cyber Security", by Joe Weiss, dated August 25, 2008.

[3] It should be noted that many of the acronyms used in industrial controls may be similar to acronyms used in government or other applications but with different meanings. Examples are ICS, IED, and IDS. In order to avoid confusion all acronyms have been spelled out the first time they have been used.

- Electro Magnetic Pulse (EMP),
- Electro Magnetic Interference (EMI),
- other electronic impacts

The umbrella term "ICS" includes:

- automated control systems (ACS)
- distributed control systems (DCS),
- programmable logic controllers (PLC),
- supervisory control and data acquisition (SCADA) systems,
- intelligent electronically operated field devices, such as valves, controllers, instrumentation
- intelligent meters and other aspects of the Smart Grid
- networked-computing systems

An ICS is actually a system of systems. A crude distinction between mainstream IT and control systems is that IT uses "physics to manipulate data" while an ICS uses "data to manipulate physics." The potential consequences from compromising an ICS can be devastating to public health and safety, national security, and the economy. Compromised ICS systems can, and have, led to extensive cascading power outages, dangerous toxic chemical releases, and explosions. It is therefore important to implement an ICS with security controls that allow for reliable, safe, and flexible performance.

The design and operation of ICS and IT systems are different. Different staffs within an organization conceive and support each system. The IT designers are generally computer scientists skilled in the IT world. They view "the enemy of the IT system" as an attacker and design in extensive security checks and controls. The ICS designers are generally engineers skilled in the field the ICS is controlling. They view "the enemy of the ICS" not as an attacker, but rather system failure. Therefore the ICS design uses the "KISS" principle (keep it simple stupid) intentionally making systems idiot-proof. This approach results in very reliable but paradoxically, cyber-vulnerable systems. Moreover, the need for reliable, safe, flexible performance precludes legacy ICS from being fully secured, in part because of limited computing resources. This results in trade-off conflicts between performance/safety and security. These differences in fundamental approaches lead to conflicting technical, cultural, and operational differences between ICS and IT that need addressing.

CIA Triad Model – Confidentiality, Availability, and Integrity:

- Confidentiality describes how the system or data is accessed
- Integrity describes the accuracy or completeness of the data
- Availability describes the reliability of accessing the system or data

Traditional IT systems employ the best practices associated with "Confidentiality, Integrity, Availability" (CIA) triad model – in that order of importance. The placement of rigorous end user access controls and additional data encryption processes provide confidentiality for critical information.

Traditional ICS systems employ the best practices associated with "Confidentiality, Integrity, Availability" (CIA) triad model – in the reverse order; AIC- Availability, Integrity, Confidentiality. Extra emphasis is placed on availability and message integrity.

The converged ICS/IT model would employ the best practices associated with "Confidentiality, Integrity, Availability" (CIA) triad model – in an equally balanced way. The compromise of any of the triad will cause the system to fail and become unusable.

It is important to point out another major difference between IT and ICS systems. In an IT system, the end user generally is a person, in an ICS system the end user generally is a computer or other highly intelligent control device. This distinction lies at the heart of the issue around securing an ICS in a manner appropriate to current need.

IT systems strive to consolidate and centralize to achieve an economy of scale to lower operational costs for the IT system. ICS systems by necessity are distributed systems that insure the availability and reliability of the ICS and the systems that the ICS controls. This means that remote access is often available directly from field devices reducing the effectiveness of firewalls at the Central Demilitarized Zone (DMZ) and requiring additional protection at remote locations. The limited computer processing power in the field devices precludes use of many computer resource-intensive IT security technologies such as remote authentication servers. Newer ICS designs do, or will, employ advanced high-speed data networking technologies. Thus, what used to be a single attack vector (the host) increases by the number of smart field devices (Intelligent Electronic Devices [IED], smart transmitters, smart drives, etc.).

The use of mainstream operating system environments such as Windows, UNIX, and Linux for running ICS applications leave them just as vulnerable as IT systems. While at the same time, the application of mainstream IT security technical solutions and/or methods will help to secure more modern ICS host computers and operator consoles (i.e., PCs). In technologies such as Virtual Private Networks (VPN) used to secure communications to and from ICS networks, IT security focuses on the strength of the encryption algorithm, while ICS security focuses on what goes into the VPN. An example of this concern was demonstrated by one of the Department of Energy's National Laboratories of how a hacker can manipulate widely used "middleware" software running on current mainstream computer systems without a great deal of difficulty. In this sobering demonstration, using vulnerabilities in OPC code ("OLE for Process Control"), the system appears to be functioning properly even though it is not; while displaying incorrect information on, or withholding correct information from, system operator consoles.

Certain mainstream IT security technologies adversely affect the operation of ICS, such as having components freeze-up while using port scanning tools or block encryption slowing down control system operation - basic Denial of Service (DOS). IT systems are "best effort" in that they get the task complete when they get the task completed. ICS systems are "deterministic" in that they must do it NOW and cannot wait for later as that will be too late.

To enable proper security, these examples demonstrate the mandate to understand the ICS and control processes and to evaluate the impacts of potential security process and actions upon those systems and processes prior to implementation.

Figure 1 is used to illustrate the distinction between ICS and business IT considerations. A person is shown (see yellow arrow for location) at the bottom cylindrical torus to provide a perspective of size. In this nuclear plant case, the box shown in the figure (on the left side approximately one-quarter of the way up, see green arrow for location) is one of two main coolant pumps each consuming enough power to power approximately 30,000-50,000 homes. A power plant of this design suffered a broadcast storm resulting in a DOS. In a typical broadcast storm creating a DOS, the impact is disruption of communications across a computer network, potentially resulting in shutdown of computers as a consequence. This broadcast storm DOS shutdown the

equipment controlling the pumps eventually resulting in the shutdown of the nuclear plant. The term DOS has a completely different meaning when talking about desktops being shutdown compared to major equipment in nuclear plants and other major facilities being shutdown or compromised.

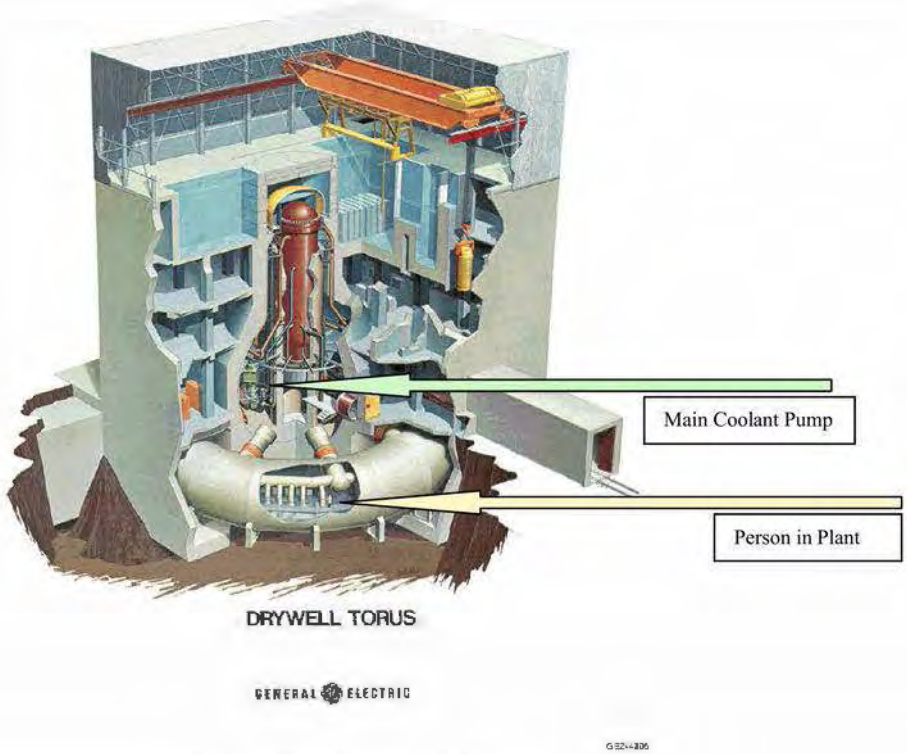

Figure 1 Nuclear Power Plant Denial of Service

Need for Understanding

In the past, the people that implemented a system, whether Business IT or ICS, were intimately familiar with the processes and systems being automated. Today, few people possess this kind of system knowledge. Rather they design and implement systems based upon design concepts handed to them. In the case of an ICS, the designer and implementer may not even know what the end device does, how it does it, or even what it looks like. The system designer and implementer may not be in the same country as the controlled device. This disconnect allows for loss of understanding about the impacts of miss-operation of a device, device failure, or improper communication with the device.

The more complex the ICS application, the more detailed knowledge of the automated ICS processes are required: how it is designed and operated; how it communicates; how it is interconnected with other systems and ancillary computing assets. Only with this knowledge can appreciation of the cyber vulnerabilities of the system as a whole can begin. There is a current lack of ICS cyber security college curricula and ICS cyber security professional certifications.

Figure 2 characterizes the relationship of the different types of special technical skills needed for ICS cyber security expertise, and the relative quantities of each at work in the industry today. Most people now becoming involved with ICS cyber security typically come from a mainstream IT background and not an ICS background. This distinction needs to be better appreciated by government personnel (e.g., DHS NCSD and S&T, DOE, EPA, etc.) responsible for ICS security. This lack of appreciation has resulted in the repackaging of IT business security techniques for control systems rather than addressing the needs of field ICS devices that often have no security or lack the capability to implement modern security mitigation technologies. This, in some cases, inadvertently results in making ICS systems less reliable without providing increased security. An example of the uninformed use of mainstream IT technologies is utilizing port scanners on PLC networks.

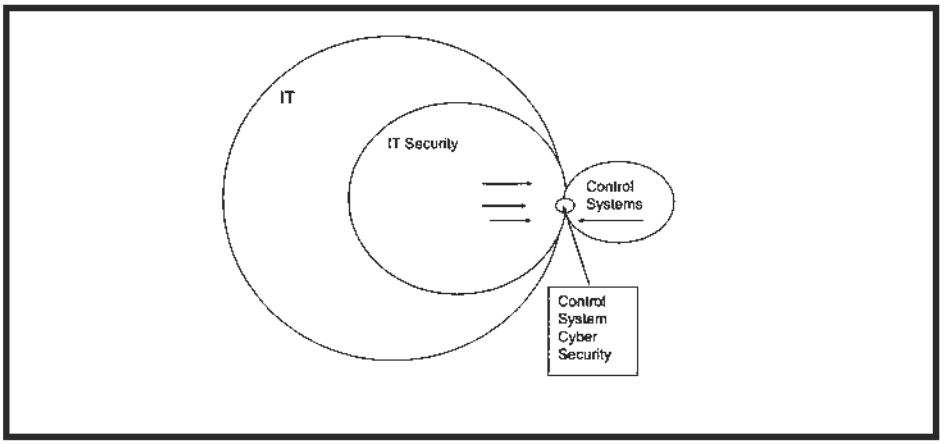

Figure 2 - Relationship and Relative Availability of ICS Cyber Security Expertise

In figure 2, we see that IT encompasses a large realm, but does not include ICS processes. It is true that IT evaluation and design models can be used to develop an ICS; the major difference is that within the Business IT model all tasks have a defined start and a defined end. In the process control model, the process is a continuous loop. Generally, the IT community avoids the continuous loop, while the ICS community embraces the continuous loop. It is the continuous loop that enables an ICS to operate efficiently and safely. As an example,, automated meters "read and record the value from a meter every second". The meter will happily read and record forever, and be proud that it is doing its function.

A common misconception deals with the availability of knowledge about an ICS. There are only a limited number of DCS, SCADA, and PLC suppliers A few of the major suppliers include ABB, Areva, Alsthom, Emerson, General Electric, Honeywell, Invensys, Metso Automation, Rockwell Automation, Schneider, Siemens, Telvent, and Yokogawa. Approximately half of the suppliers are US-based while the other half are European or Asian-based. The US suppliers provide systems to North America and throughout the world, except to "unfriendly" countries. The ICS systems provided internationally are the same systems provided in North America with the same architecture, same default vendor passwords, and same training. Sales of electric industry SCADA/Energy Management Systems include the system source code, meaning that the software used in North American SCADA systems is available world-wide. Some of the largest implementations of ICS systems originating in the United States are implemented in the Middle East and China. A number of North American control system suppliers have development activities in countries with dubious credentials (e.g. a major North American control system

supplier has a major code writing office in China and a European RTU manufacturer has code written in Iran). There are cases where US companies will remotely control assets throughout the world from North America (and vice versa). The non-North American-based ICS suppliers provide the same systems to North America as those provided to countries NOT friendly to us. There are cases where non-North American companies will remotely control assets in North America from Europe or Asia. Additionally, ICS engineers willingly share information. This truly is a global issue.

An example of information-sharing concerns is the SCADA Internet email-based discussion list from Australia where people from around the world can discuss SCADA/control system issues. Unfortunately, this includes questions from individuals from suspect countries about ICS systems, processes, or devices they do not have, but that we do. This approach works in a benign world – unfortunately, we don't live in one.

There is a reticence by commercial entities to share information with the U.S. government. Few "public" ICS cyber incidents have been documented (probably less than 10), yet there have been more than 125 actual ICS incidents. Even the "public" cases may not be easily found as they are buried in public documents such as the National Transportation Safety Board (NTSB) report on the Bellingham, WA Pipeline Disaster[4] or nuclear plant Operating Experience Reports. An interesting anecdote was a presentation made by a utility at the 2004 KEMA Control System Cyber Security Conference on an actual SCADA system external attack. This event shut down the SCADA system for two weeks. However, since power was not lost, the utility chose not to inform local law enforcement, the FBI, or the Electric Sector ISAC since they did not want their customers to know. This is one of the reasons it is not possible to provide a credible business case for control system cyber security.

The prevailing perception is the government will not protect confidential commercial information and organizations such as ISACs will act as regulators. That is, if two organizations have the same vulnerabilities and only one is willing to share the information, the organization sharing the information will be punished as not being cyber secure while the organization does not share will be viewed as cyber secure by default. This has Sarbanes-Oxley implications as well. It is one reason why the US CERT, which is government-operated, does not work as effectively as needed. Therefore, a "Cyber Incident Response Team (CIRT) for Control Systems" by a global non-governmental organization with credible control system expertise is required. This organization would collect and disseminate information used to provide the necessary business cases for implementing a comprehensive ICS system security program. Models for this approach include CERT, InfraGard, or FAA[5]. Specific details can be provided if desired. The InfraGard model for public-private information sharing requires more sharing with the ICS community by the FBI so industry can protect themselves if a cyber attack has been detected. The FBI's "cone of silence" is not adequate. As identified by numerous government reports following the 9/11 disaster, there is a need to "connect the dots" to determine if there are patterns in events that should be followed-up. In this case, the dots that need to be connected are with ICS cyber incidents to determine if policies, technologies, and testing are adequate to address these incidents.

Operationally, there are differences between mainstream IT and ICS systems. Of primary concern is maintenance of systems. Like all systems, periodic maintenance and tuning is required

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[4] "Pipeline Accident Report Pipeline Rupture and Subsequent Fire in Bellingham, Washington June 10, 1999", National Transmission Safety Board Report NTSB/PAR-02/02 PB2002-916502.

[5] http://asrs.arc.nasa.gov/overview/immunity.html

to insure effective operation which must be scheduled in advance so as not to cause system impacts. Shutting down a major industrial plant may cost as much as several hundred thousand dollars per minute.

The current state of the IT world insures a high degree of intelligence and processing capability on the part of the various devices within an IT system. The standard implementation provides centralized control points for authentication and authorization of IT activities. The lifetime of the equipment in an IT network, typically, ranges from 3 to 7 years before anticipated replacement and often does not need to be in constant operation. By the very nature of the devices and their intended function, ICS devices may be 15 to 20 years old, perhaps older, before anticipated replacement. Since security was not an initial design consideration, ICS devices do not have excess computing capacity for what would have been considered unwanted or unneeded applications.

As can be seen, device expectations are different for ICS and IT systems, and this very difference generates two incredibly complex problems: how to authenticate access, and how to patch or upgrade software.

Of considerable importance is intra- and inter- systems communication in both the IT and ICS realms. ICS systems are intended to operate at all times, whether connected to other systems or not. This independence makes the ICS very flexible, indeed. The age of the equipment makes it difficult to authenticate communications properly. Not just between servers, but between servers and devices, devices and devices, workstations and devices, devices and people,... The older technologies do not have the ability, by want of adequate operating systems, to access centralized authentication processes. By want of the ability of the ICS network to be broken into very small chunks, the use of centralized authentication is impractical, using the technologies of today. In an IT network, the authentication rules take place in the background and are hidden, for the most part, from the end user. In an ICS network, the authentication rules take place in the foreground and require interaction with the end user, causing delay and frustration.

Patching or upgrading an ICS has many pitfalls. The field device must be taken out of service which may require stopping the process being controlled. This in turn may cost many thousands of dollars and impact thousands of people. An important issue is how to protect unpatchable, unsecurable workstations such as those still running NT Service Pack 4, Windows 95, and Windows 97. Many of these older workstations were designed as part of plant equipment and control system packages and cannot be replaced without replacing the systems. Additionally, many Windows patches in the ICS world are not standard Microsoft patches but have been modified by the ICS supplier. Implementing a generic Microsoft patch can potentially do more harm than the virus or worm against which it was meant to defend. As an example, in 2003 when the Slammer worm was in the wild, one ICS supplier sent a letter to all of their customers stating that the generic Microsoft patch should not be installed as it WOULD shut down the ICS. Another example was a water utility that patched a system at a Water Treatment Plant with a patch from the operating system vendor. Following the patch, they were able to start pumps, but were unable to stop them!

The disconnection between senior management in charge of Operations from senior management in charge of security is leading to vendors being tasked to build new technology for reliability, not security purposes. The mantra of "from the plant floor to the Boardroom" is being followed without seriously asking the question of why an executive in the Boardroom would want to control a valve in a plant or open a breaker in a substation. Several years ago, a heat wave caused failures of a large number of electric transformers. In order to address this, the vendor installed

temperature sensing and decided that getting information out to the largest possible audience was the best way to proceed. Consequently, the new transformer was built with a Microsoft IIS webserver integrally built into the transformer (Figure 3). Cyber vulnerable technologies such as Bluetooth and wireless modems are being built-in to ICS field devices. As one vendor claims: "They now have a Bluetooth connection for their new distribution recloser. If your line folks and/or engineers would like to sit in the truck on those rainy days checking on the recloser..." This means it is possible to get onto the SCADA network far downstream of the corporate firewall. In many cases, it is not possible to bypass the vulnerable remote access without disabling the ICS devices.

UNIT SUBSTATIONS NOW WEB-ENABLED TO SIMPLIFY ACCESS TO POWER TRANSFORMER DATA

Aug. 29, 2005 – Equipped with an Ethernet interface and Web server, Vendor A Unit Substations now provide simple, affordable access to power system information – including transformer coil temperatures – using a standard Web browser. The pre-engineered equipment ships in standard lead-times and connects to a customer's existing Ethernet Local Area Network much like adding a PC or printer.

Unit substations include a Temperature Controller, which provides remote access to transformer data, in addition to its primary role in controlling cooling fans. With a simple click of a mouse, it is easy to monitor transformer coil temperatures per phase, and verify cooling fan status at a glance. Among the many potential benefits, these new capabilities make it possible to correlate circuit loading with transformer temperatures to extend equipment life.

The typical unit substation incorporates Medium Voltage Metal-Enclosed Switchgear on the primary side and Low Voltage Switchgear or Low Voltage Switchboard on the secondary.

Vendor A was the first manufacturer in the world to embed an Ethernet interface and Web server into its power distribution equipment, allowing customers easier access to power system information. The family of power distribution equipment includes medium and low voltage switchgear, unit substations, motor control centers, switchboards and panelboards.

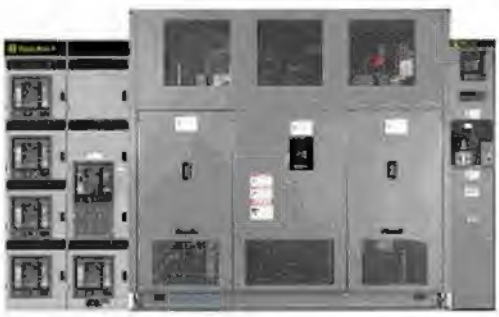

Figure 3 Distribution Transformer with Built-in Webserver

A great concern is the integration of ICS systems with other systems such as Geographical Information Systems (GIS) or customer information systems. The unintended consequences of incompatible software or inappropriate communications have caused significant cyber incidents. This is an insidious problem because the individual systems work as designed, while the vulnerability is the interconnection of individually secure systems. In one case, the rebooting of a control system workstation that was not even on the control system network directly led to the automatic shutdown of a nuclear power plant. In this case, both the workstation and the PLC worked exactly as designed – two rights made a wrong. In another instance, incompatible software turned a fossil power plant into a "yo-yo" causing it to swing from maximum load to minimum load and back, within configured parameters, for three hours causing extreme stress to the turbine rotor.

There are currently very few forensics to detect or prevent these types of events, thus pointing to the need for additional or improved monitoring and logging. This lack of ICS cyber forensics has two aspects. The first is for performing forensics on COTS operating systems (e.g., Windows). The second and more challenging issue is how to perform cyber forensics on an antique 1200 baud modem to determine if a cyber event has occurred. Technologies exist, but will removing a hard drive actually impact the restart and operation of an ICS?

One final concern almost seems trivial but isn't. In most tabletop exercises, the ultimate fix is to "pull the plug" (isolate the ICS from all others). Unfortunately, in complex ICS implementations, it may not be possible to know if the ICS really has been isolated. Consequently, a very important issue is to determine how an organization can tell if the ICS has been isolated and also if any Trojans have been left that can affect restart.

Why do we care

It is often, but mistakenly, assumed that a cyber security incident is always a premeditated targeted attack. However, NIST defines a Cyber Incident[6] as: "An occurrence that actually or potentially jeopardizes the confidentiality, integrity, or availability (CIA) of an information system or the information the system processes, stores, or transmits or that constitutes a violation or imminent threat of violation of security policies, security procedures, or acceptable use policies. Incidents may be intentional or unintentional." Unintentional compromises of CIA are significantly more prevalent and can have severe consequences, but this does not seem to be part of many current discussions of ICS cyber security. The direct cause of many ICS cyber incidents are unintentional human error. This phenomenon must be addressed by cyber security standards if they are to be effective. It is important to note that protecting ICS from these unintentional compromises also protects them from intentional compromise and outside threat.

Contacts throughout industry have shared details and adverse affects of more than 125 confirmed ICS cyber security incidents to date. The incidents are international in scope (North America, South America, Europe, and Asia) and span multiple industrial infrastructures including electric power, water, oil/gas, chemical, manufacturing, and transportation. With respect to the electric power industry, cyber incidents have occurred in transmission, distribution, and generation including fossil, hydro, combustion turbine, and nuclear power plants. Many of the ICS cyber

[6] National Institute of Standards and Technology Federal Information Processing Standards Publication 200, *Minimum Security Requirements for Federal Information and Information Systems*, March 2006. http://csrc.nist.gov/publications/fips/fips200/FIPS-200-final-march.pdf

incidents have resulted from the interconnectivity of systems, not from lack of traditional IT security approaches such as complex passwords or effective firewalls. Impacts, whether intentional or unintentional, range from trivial to significant environmental discharges, serious equipment damage, and even deaths.

Figure 4 shows the result of a Bellingham, WA, pipe rupture which an investigation concluded was not caused by an intentional act. Because of the detailed evaluation by NTSB, this is arguably the most documented ICS cyber incident. According to the NTSB Final Report, the SCADA system was the proximate cause of the event. Because of the availability of that information, a detailed post-event analysis was performed which provided a detailed time line, examination of the event, actions taken and actions that SHOULD HAVE been taken [7].



Figure 4 Bellingham, WA Gasoline Pipeline Rupture

Figure 5 is a picture of the Idaho National Laboratory (INL) demonstration of the capability to intentionally destroy an electric generator from a cyber attack.[8]

[7] "Bellingham, Washington Control System Cyber Security Case Study", Marshall Abrams, MITRE, Joe Weiss, Applied Control Solutions, August 2007, http://csrc.nist.gov/groups/SMA/fisma/ics/documents/Bellingham_Case_Study_report%2020Sep071.pdf

[8] http://news.yahoo.com/s/ap/20070927/ap_on_go_ca_st_pe/hacking_the_grid_13



Figure 5 INL Demonstration of Destroying Large Equipment via a Cyber Attack

An attempt was made to categorize the severity of these events. The prevailing view has been there have been no significant ICS cyber incidents, but that industry will respond when a significant event occurs. Consequently, a database of ICS cyber incidents was examined to determine the level of severity of these incidents. Arbitrarily, three levels of severity were developed based on impacts:

Severe
This represents failures, omissions, or errors in design, configuration, or implementation of required programs and policies which have the potential for major equipment and/or environmental damage (more than millions of dollars); and/or extreme physical harm to facilities' personnel or the public; and/or extreme economic impact (bankruptcy).

Example: The Bellingham, WA gasoline pipeline rupture's impact was 3 killed, $45M damage, and bankruptcy of the Olympic Pipeline Company. Forensics were not available to determine the actual root cause. This incident would not have been prevented by mainstream IT security policies or technologies.

Moderate
This represents failures, omissions, or errors in design, configuration, or implementation of required programs and policies which have the potential for moderate equipment and/or environmental damage (up to hundreds of thousands of dollars) with at most some physical harm to facility personnel or the public (no deaths).

Examples: 1) Maroochy (Australia) wireless hack caused an environmental spill of moderate economic consequence. This incident would not have been prevented by mainstream IT security policies or technologies. 2) Browns Ferry 3 Nuclear Plant Broadcast Storm could have been caused by a bad Programmable Logic Controller (PLC) card, insufficient bandwidth, or caused by mainstream IT security testing. Forensics were not available to determine the actual root cause. This incident would not have been prevented by mainstream IT security policies or technologies.

Minor
This represents failures, omissions, or errors in design, configuration, or implementation of required programs and policies which have the potential for minimal damage or economic impact (less than $50,000) with no physical harm to facility personnel or the public.

Example: Davis Besse Nuclear Plant cyber incident caused by a contractor with a laptop contaminated by the Slammer worm plugging into the plant Safety Parameter Display System. This incident could have been prevented by mainstream IT security policies.

From the incident database, many of the incidents would have been judged to be Moderate or Severe. Most would not have been detected nor prevented by traditional IT security approaches because they were caused by the system interconnections or inappropriate policies or testing – not by mainstream IT cyber vulnerabilities. In order to improve security and avoid vast expenditures on systems and equipment without real improvements in automation network security, there is a critical need to examine previous ICS cyber incidents to determine if there are patterns in these incidents, what technologies would detect such events, and what policies should be followed. For mainstream IT security approaches to be effective, they need to be combined with ICS expertise that appreciates potential impact on facilities. Examination of ISA SP99 requirements and risk definitions and tools such as the Cyber Security Self-Assessment Tool (CS2SAT)[9] make it clear that consequences must be understood in terms of the effects on facilities, major impact on equipment, environmental concerns, and public safety.

One way to move towards cross-sector convergence in cyber security ways and means is for all stakeholders to use the same terminology and to eliminate duplicative or overlapping sets of security standards' requirements. NIST offers a set of high-quality publications addressing most of the relevant managerial, administrative, operational, procedural, and technical considerations. Each of these publications, such as SP 800-53, have been put through a significant international public vetting process, including, to the extent possible, by authorities in the national security domain. NIST offers its documents to all organizations interested in using them as a basis for developing in-common standards within the ICS community. The recent Nuclear Regulatory Commission Draft Regulatory Guide 5022 specifically references NIST SP 800-53 and other appropriate NIST documents.

Incentives versus Regulation

Because I am very familiar with the electric power industry, I will focus on that segment. However, the information and experience from this segment generalizes across the entire critical infrastructure.

When the EPRI Enterprise Infrastructure (cyber security) Program was initiated in 2000, control system cyber security was essentially a non-factor – it was a problem of omission. Immediately following 9/11, the Federal Energy Regulatory Commission (FERC) attempted to provide incentives for security improvements by issuing a letter that would allow security upgrades to be included in the rate base. For various reasons, very few utilities took advantage of the offer and little was done. Consequently, in 2003 FERC approached the North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) Working Group with an ultimatum – do something or FERC would do it to you. In order to preclude regulations, industry promised they would produce cyber security requirements that would comprehensively secure the electric enterprise. The electric industry eventually developed the NERC CIP series of standards and the nuclear industry developed the Nuclear Energy Institute (NEI) guidance documents (NEI-0404). Instead of providing a comprehensive set of standards to protect the electric infrastructure, the NERC CIPs and NEI-0404 were ambiguous and with multiple exclusions. The industry went from being vulnerable because of lack of knowledge to now being vulnerable because of

[9] US CERT Control Systems Security Program, http://csrp.inl.gov/Self-Assessment_Tool.html

excluding systems and technologies and then claiming compliance. The electric industry has demonstrated they cannot secure the electric infrastructure without regulation. Other industrial verticals have similarly defaulted. Therefore, regulation is needed.

Recommendations

- Develop a clear understanding of ICS cyber security
- Develop a clear understanding of the associated impacts on system reliability and safety on the part of industry, government and private citizens
- Define "cyber" threats in the broadest possible terms including intentional, unintentional, natural and other electronic threats such as EMP
- Develop security technologies and best practices for the field devices based upon actual and expected ICS cyber incidents
- Develop academic curricula in ICS cyber security
- Leverage appropriate IT technologies and best practices for securing workstations using commercial off-the-shelf (COTS) operating systems
- Establish standard certification metrics for ICS processes, systems, personnel, and cyber security
- Promote/mandate adoption of the NIST Risk Management Framework for all infrastructures or at least the industrial infrastructure subset
- Establish a global, non-governmental Computer Emergency Response Team (CERT) for Control Systems staffed with control system expertise for information sharing
- Establish a means for vetting experts rather than using traditional security clearances
- Establish, promote, and support an open demonstration facility dedicated to best practices for ICS systems
- Provide regulation and incentives for cyber security of critical infrastructure industries
- Include Subject Matter Experts with control system experience at high level cyber security planning sessions
- Change the culture of manufacturing in critical industries so that security is considered as important as performance and safety

Summary

Recognize that first and foremost, ICS systems need to operate safely, efficiently, and securely which will require regulation. ICS cyber vulnerabilities are substantial and have already caused significant impacts including deaths. Security needs to be incorporated in a way that does not jeopardize the safety and performance of these systems. One should view ICS cyber security as where mainstream IT security was fifteen years ago – it is in the formative stage and needs support to leapfrog the previous IT learning curve. There is a convergence of mainstream IT and control systems that will require both areas of expertise. To ensure that ICS are adequately represented, include subject matter experts with control systems experience in all planning meetings that could affect these systems. The prevailing perception is the government will not protect confidential commercial information and organizations such as ISACs will act as regulators. This has Sarbanes-Oxley implications as well. It is one reason why the US CERT, which is government-operated, does not work as effectively as needed and a "CIRT for Control Systems" by a global non-governmental organization with credible control system expertise is required.

From: Rosenbach, Eric HON SD
To: (b)(6)
Cc: SecDef (b)(6)
Subject: Re: For (b)(5) additional items in my notes
Date: Saturday, May 09, 2015 2:41:22 PM

Got it, sir. I don't think anyone objected.
Eric

----- Original Message -----
From: Ashton Carter [mailto (b)(6)
Sent: Saturday, May 09, 2015 02:34 PM
To: Rosenbach, Eric HON SD
Cc: SecDef (b) Ron Lewis (b)(6)
Subject: For (b)(5) additional items in my notes

(b)(5)

...unless people recommend deleting these. Ash

Sent from my iPhone

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: FW: SecDef Email
Date: Friday, May 08, 2015 11:41:34 AM

???

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: (b)(6)
Date: May 8, 2015, 11:33 AM EDT
To: Lewis, Ronald MG SD (b)(6)
Subject: SecDef Email

Hi Ron-

Hope all is well!

(b)(5),(b)(6) wanted to send a note directly to the Secretary. (b)(6) is email (b)(5)
(b)(5), (b)(6) a note directly. Can you please share the address?

Thanks!

-----Original Message-----
From: Ashton Carter [mailto (b)(6)
Sent: Thursday, May 07, 2015 8:01 AM
To: Lewis, Ronald MG SD
Cc: SecDef (b)(6)
Subject: Re: 0830 prep for 111S

Leaving now

Sent from my iPhone

On May 7, 2015, at 7:59 AM, Lewis, Ronald MG SD (b)(6) wrote:

SD,
We got the products for today's (b)(5) very late last night. I have the team ready to give you the products and have a short conversation with you at 0830 this morning.
Please advise if you are still leaving the house on time.
Vr
Ron

-----Original Message-----
From: Ashton Carter [mailto (b)(6)
Sent: Sunday, May 03, 2015 2:25 PM
To: Lewis, Ronald MG SD
Subject: Re: Blackberry

Ok, (b)(5)
for example. Let me know

Sent from my iPhone

> On May 3, 2015, at 2:21 PM, Lewis, Ronald MG SD (b)(6) wrote:
>
> True the last time I checked. Let me verify (b)(5),(b)(6)
> Vr
> Ron
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: May 3, 2015, 2:08 PM EDT
> To: Lewis, Ronald MG SD (b)(6)
> Subject: Blackberry
>
> Hi Ron -- (b)(5) right?
>
> Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HON SD
Subject: (b)(6)
Date: Sunday, May 03, 2015 2:16:59 PM

Have u hired him yet? When does he arrive? And rest of your team? Let me know what you need...I really value what you're doing. Ash

Sent from my iPhone

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: RE: Calendar
Date: Sunday, May 03, 2015 2:03:50 PM

Will do

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: May 3, 2015, 1:56 PM EDT
To: Lewis, Ronald MG SD (b)(6)
Subject: Calendar

Ron - I have asked (b)(5),(b)(6) (b)(5) hey know I am going to ask you to do this

Sent from my iPhone

-----Original Message-----
From: Lewis, Ronald MG SD
Sent: Sunday, May 03, 2015 9:27 AM
To: SecDef (b)(6)
Subject: FW: (b)(5) availability

SD,
Are you ok with 1500 call this afternoon?
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: (b)(6)
Date: May 3, 2015, 7:16 AM EDT
To: Fanning, Eric HON SD (b)(6) Lewis, Ronald MG SD (b)(6)
Rosenbach, Eric HON SD
Subject: (b)(5) availability

Sir,

Good morning. (b)(5) is no longer available at 1300. And he is not available during the earlier time window of 0900-1130 either. He has proposed 1500. Would that work for the Secretary?

Below, please find the readout of the call that (b)(5),(b)(6)
(b)(5)

Best
(b)(6)

spoke.
(b)(6) said he is cautiously optimistic that he will have guidance on the (b)(5) later today or tomorrow at the latest. (b)(5)
(b)(5)


(b)(5)

From:	Lewis, Ronald MG SD
To:	"Ashton Carter"
Subject:	RE: Not urgent
Date:	Saturday, May 02, 2015 9:31:31 PM

Sir,
The latest is there will be no dinner the night of 26 MAY.
Vr
Ron

-----Original Message----- (b)(6)
From: Ashton Carter [mailto
Sent: Saturday, May 02, 2015 5:26 PM
To: Lewis, Ronald MG SD
Subject: Not urgent

Ron -- I'm looking at Asia trip sched and it has me leaving dc on the 26th. But I understood (b)(5) (b)(5) is that night.

Sent from my iPhone

-----Original Message-----
From: Ashton Carter [mailto (b)(6)
Sent: Saturday, May 02, 2015 8:25 AM
To: Lewis, Ronald MG SD
Subject: When u get a chance call my cell

Sent from my iPhone

-----Original Message-----
From: Lewis, Ronald MG SD
Sent: Friday, May 01, 2015 5:48 PM
To: 'Ashton Carter'
Subject: RE: Reminder

Roger ...will try for McHugh as well?

-----Original Message-----
From: Ashton Carter [mailto (b)(6)
Sent: Friday, May 01, 2015 5:48 PM
To: Lewis, Ronald MG SD
Subject: Reminder

I will need brief time w Marty over (b)(5) before tues

Sent from my iPhone

From: Lewis, Ronald MG SD
To: "Ashton Carter"
Subject: RE: Call tonite
Date: Friday, May 01, 2015 7:20:50 AM

---

roger

-----Original Message-----
From: Ashton Carter [mailto:(b)(6)
Sent: Thursday, April 30, 2015 7:35 PM
To: Fanning, Eric HON SD
Cc: Lewis, Ronald MG SD
Subject: Re: Call tonite

Call was made by boss. Find a way for me to make a quiet call to (b)(6) in morn. In meantime, stand down all else. WH very/very touchy re leaks (Colburn called them which set off opsec alarms

Sent from my iPhone

> On Apr 30, 2015, at 5:28 PM, Fanning, Eric HON SD (b)(6) wrote:
>
> Will do
>
> -----Original Message-----
> From: Ashton Carter [mailto:(b)(6)
> Sent: Thursday, April 30, 2015 5:26 PM
> To: Fanning, Eric HON SD; Lewis, Ronald MG SD
> Subject: Call tonite
>
> Ask if I should call (b)(6)
>
> Sent from my iPhone

From: Lewis, Ronald MG SD
To: "Ashton Carter"
Subject: RE: (b)(5)
Date: Tuesday, April 28, 2015 7:33:59 AM

---

roger

-----Original Message-----
From: Ashton Carter [mailto: (b)(6)
Sent: Monday, April 27, 2015 9:42 PM
To: Lewis, Ronald MG SD
Subject: (b)(5)

Ron -- I read Marty's message about my weekend dilemma, he gets it entirely. Plz make sure he knows I'm tracking and appreciate. Also appreciate you being synched w him. Ash

Sent from my iPad

From: Rosenbach, Eric HON SD
To: (b)(6)
Subject: Re: Good stuff
Date: Sunday, April 26, 2015 7:16:28 PM

Sir - thank you so much for that note! I'm having a great time and think that we're only just starting to build some serious momentum for great things!
Hope you got a chance to relax a bit this weekend.
Eric

----- Original Message ----- (b)(6)
From: Ashton Carter [mailto
Sent: Sunday, April 26, 2015 03:53 PM
To: Rosenbach, Eric HON SD
Subject: Good stuff

E -- just a word to reinforce what should be obvious -- I'm very pleased with what you have brought to the front office. Many thanks. Ash

Sent from my iPad

From: Lewis, Ronald MG SD
To: "Ashton Carter"
Subject: RE: (b)(6)
Date: Sunday, April 26, 2015 4:07:15 PM

---

roger

-----Original Message-----
From: Ashton Carter [mailto:(b)(6)
Sent: Sunday, April 26, 2015 4:04 PM
To: Lewis, Ronald MG SD
Subject: Fwd: (b)(6)

half hour sometime

Sent from my iPad

Begin forwarded message:

> From: (b)(6)
> Date: April 25, 2015 at 12:57:42 PM EDT
> To: (b)(6)
> Subject: Re: (b)(6)
>
> Ash:
>
> (b)(5),(b)(6)
>
> Great Job!
>
> Paul. .
>
> .

Paul G. Kaminski
(b)(6)

In a message dated 3/22/2015 1:43:03 P.M. Eastern Daylight Time, (b)(6) writes:

I am. Tnx Paul

Sent from my iPhone

On Mar 22, 2015, at 8:39 AM, (b)(6) wrote:

Ash:

I recommend that you request a short update from (b)(6)

Paul

Paul G. Kaminski
(b)(6)

In a message dated 2/16/2015 5:04:35 P.M. Eastern Standard Time,
(b)(6) writes:

Thanks Paul. Interesting idea re andys shop. Why policy board vice science?

Sent from my iPhone

On Feb 16, 2015, at 10:07 AM, (b)(6) wrote:

Hi Ash:

2 Personnel items and 1 health item.

(b)(5),(b)(6)

Warm regards,

Paul

Paul G. Kaminski
(b)(6)

(b)(6) In a message dated 2/8/2015 2:33:28 P.M. Eastern Standard Time, writes:

All perfectly aligned with what I'm hoping you will help with. Super.

(b)(5) I've got more senate calls this week, possible vote. (b)(5)

Sent from my iPhone

On Feb 8, 2015, at 2:11 PM, (b)(6) wrote:

Ash:

I hope the confirmation process hasn't impacted your recovery and you are able to focus on that until swearing in.

I stand ready to assist and respond when you ask. To be prepared I have continued my involvement with (b)(6) and become involved in several of the new DSB efforts supporting Bob Work in offset strategy and innovation. I have also agreed to chair a small group for (b)(6) looking at resilience in space, and look to make the best of funds that you made available for this purpose.

Paul

Paul G. Kaminski
(b)(6)

From: Ashton Carter
To: Lewis, Ronald MG SD
Subject: Slide tues and thurs home
Date: Friday, April 24, 2015 6:43:28 PM

Departures to 830. Tnx

Sent from my iPhone

From:	Lewis, Ronald MG SD
To:	Ashton Carter
Subject:	RE: Re Rework America -- there is something ...
Date:	Wednesday, April 22, 2015 9:22:00 PM

Will do

-----Original Message-----
From: Ashton Carter [mailto:(b)(6)
Sent: Wednesday, April 22, 2015 8:37 PM
To: Lewis, Ronald MG SD
Subject: Fwd: Re Rework America -- there is something ...

See if I can make this intro

Sent from my iPhone

Begin forwarded message:

> From: Philip Zelikow (b)(6)
> Date: April 22, 2015 at 3:57:29 PM PDT
> To: Ash Carter (b)(6) "Lewis, Ronald MG SD" (b)(6)
> Subject: Re Rework America -- there is something ...
>
> Ash,
>
> Welcome to northern California again, if you've arrived!
>
> On the topic of what can be done for 'Rework America' — it sure would be nice to get an intro for Zoe et al to meet Marilynn Hewson of Lockheed Martin.
>
> a) We would like to invite Marilynn to speak at the June 16 book launch.
>
> b) (b)(5)
>
> (b)(5)
>
> All of what we are doing will be open source and publicly available.
>
> I hope you are well. I look forward to our next discussion of defense issues (or the economy!).
>
> all the best,
>
> pz

From: Lewis, Ronald MG SD
To: "Ashton Carter"
Subject: FW: Meeting with SecDef
Date: Tuesday, April 21, 2015 6:22:58 PM

We'll work to schedule.
Vr
Ron

-----Original Message-----
From: (b)(6)
Sent: Tuesday, April 21, 2015 12:24 PM
To: Lewis, Ronald MG SD
Cc: (b)(6) Fanning, Eric HON SD; (b)(6)
(b)(6)
Subject: RE: Meeting with SecDef

Wonderful. Adding my head of scheduling. Thanks!

(b)(6)

This email is UNCLASSIFIED.

From: Lewis, Ronald MG SD [mailto: (b)(6)
Sent: Tuesday, April 21, 2015 12:16 PM
To: (b)(6)
Cc: Fanning, Eric HON SD
Subject: Meeting with SecDef

(b)(6)

Secretary Carter saw your (b)(5) and he asked me to find out when you're in town next for a catch up. I have cc'd the Secretary's confidential assistants and they can work with your team to find a time that works for you two.

All the best

Ron

From: Rosenbach, Eric HON SD
To: (b)(6)
Subject: Re: Boston
Date: Sunday, April 19, 2015 9:22:34 AM

The speech is I better shape with all the inputs from Frank and Arathi, still needs a lot of work - definitely let me know your thoughts and I'll whip it into shape some more today and tomorrow!

----- Original Message ----- (b)(6)
From: Ashton Carter [mailto
Sent: Sunday, April 19, 2015 07:46 AM
To: Rosenbach, Eric HON SD
Subject: Re: Boston

Rgr. Have a good time!

Sent from my iPad

> On Apr 19, 2015, at 7:26 AM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir:

(b)(5)

> Eric

-----Original Message-----
From: Lewis, Ronald MG SD
Sent: Friday, April 17, 2015 6:48 PM
To: 'Ashton Carter'
Subject: RE: Irbil?

SD,
It happened around 1045 EDT. Hit an outer-perimeter pedestrian gate. No injuries. I have story board and schematic.
Vr
Ron

-----Original Message-----
From: Ashton Carter [mailto (b)(6)
Sent: Friday, April 17, 2015 6:39 PM
To: Lewis, Ronald MG SD
Subject: Irbil?

Hi Ron -- I'm only seeing this on cnn. When did it happen?

Sent from my iPhone

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: FW: RESCHEDULE - Secretary Carter/Chairman McCain Dinner
Date: Wednesday, April 15, 2015 9:18:06 PM

As discussed.
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: (b)(6)
Date: April 15, 2015, 6:39 PM EDT
To: (b)(6)
(b)(6)
(b)(6) Gilliland, John E SES OSD OASD LA (US)
(b)(6) Holthaus, Noreen L SES OSD OASD LA (US)
(b)(6)
(b)(6) SD - Front
Office (b)(6)
Stella, Michael L SES OSD OASD LA (US) (b)(6)
CC: (b)(6)
Subject: FW: RESCHEDULE - Secretary Carter/Chairman McCain Dinner

PLEASE SEE BELOW.

From: (b)(6)
Sent: Wednesday, April 15, 2015 6:38 PM
To: (b)(6) (McCain)'
Cc: (b)(6)
Subject: RESCHEDULE - Secretary Carter/Chairman McCain Dinner

Thanks for the heads up, (b)(6) Please advise when the next opportunity might be.

FYI, Secretary Carter is scheduled to be on travel 22 – 24 April and 27 April.

Best,

(b)(6)

From: (b)(6) (McCain) [mailto (b)(6)
Sent: Wednesday, April 15, 2015 6:34 PM

To: (b)(6)
Subject: RE: Your Bourbon Steak Reservation Confirmation

Hi (b)(6)

As luck would have it, we need to re-schedule the dinner scheduled for tomorrow evening.

I am sorry for the inconvenience.

Regards,

(b)(6)

From: Lewis, Ronald MG SD
To: Ashton Carter
Subject: RE: Sr. Staff mtg
Date: Sunday, April 12, 2015 9:35:00 PM

Will do sir

-----Original Message-----
From: Ashton Carter [mailto:(b)(6)
Sent: Sunday, April 12, 2015 9:33 PM
To: Lewis, Ronald MG SD
Subject: Sr. Staff mtg

Ron -- Plz do a card for me of items to cover. I'll do the same. Tnx

Sent from my iPhone

(b)(6)

From: Lewis, Ronald MG SD
To: SecDef Ashton Carter
Subject: huddle in the conference room
Date: Sunday, April 12, 2015 4:27:33 PM

Sir,
We are ready to sit down with you here in the conference room and work calendar, RAHs, trips whenever you are. Know you are finishing up thank you note to Locklear.
Vr
Ron

From: Lewis, Ronald MG SD
To: Ashton Carter
Subject: FW: (b)(6)
Date: Saturday, April 11, 2015 3:12:00 AM
Attachments: ATT00001.txt

Pretty good picture!
Vr
Ron

-----Original Message-----
From: Rosenbach, Eric HON SD
Sent: Friday, April 10, 2015 5:26 PM
To: Scaparrotti, Curtis LTG, Commander, USFK; (b)(6)
Cc: Lewis, Ronald MG SD; Shear, David B HON OSD OUSD POLICY (US)
Subject: (b)(6)
(b)(6)
The pic with you and all the stars is attached. That's the least you deserve for all the work you do there in the back of the helo!
Thanks for your service,
Eric

----- Original Message -----
From: Eric Rosenbach [mailto: (b)(6)
Sent: Saturday, April 11, 2015 06:16 AM
To: Rosenbach, Eric HON SD
Subject: (b)(6)

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: RE: Sitrep
Date: Thursday, April 09, 2015 6:38:31 AM

You bet. Will do.
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: April 9, 2015, 7:29 PM GMT+9
To: Lewis, Ronald MG SD (b)(6)
Subject: Sitrep

Hi Ron -- watching news, I'll surely need Yemen, Iraq, and Afgh sitreps in morn as well as Korea. Ash

Sent from my iPhone

From:	Lewis, Ronald MG SD
To:	(b)(6)
Subject:	FW: Morning News of Note 7 Apr 2015
Date:	Tuesday, April 07, 2015 8:52:14 AM
Attachments:	Morning News of Note 7 Apr 2015.docx

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: OSD Pentagon PA Mailbox Media Analysis (b)(6)
Date: April 7, 2015, 6:31 PM GMT+9
To:
Subject: Morning News of Note 7 Apr 2015

(See attachment for text - for best results on a BlackBerry click "view")

OVERVIEW

Speaking at Arizona State University, Secretary Ash Carter reiterated the Obama administration's commitment to a strategic rebalance in the Asia-Pacific, saying that the U.S. has reallocated weaponry, redistributed troops and taken other steps to modernize its military posture in the region. In Africa, Kenyan fighter jets bombed two al-Shabaab camps in the Gedo region of Somalia, in what Nairobi claimed was an operation planned prior to last week's attack on a university in northeastern Kenya. Also of note, a New York Times Page One story highlighted the "frightening" resilience of al-Shabaab, which despite the steady loss of territory, fighters and money has proven to be one of the most violent branches of al-Qaeda.

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- John McCain to run for sixth Senate term
- Father and seven children found dead in Maryland
- Rebels kill eight Iran soldiers on Pakistan border
- ISIS-inspired Malaysia detainees plotted terror attacks – police

OVERSEAS HEADLINES OF NOTE

- The Guardian: Poland to build watchtowers at Russia's Kaliningrad border
- Thanh Nien News: U.S. naval ships arrive in Vietnam for exchange activities
- Yonhap: South Korea's military reshuffles top generals

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- 1776 – Navy Cpt. John Barry, commander of the American warship Lexington, makes the first U.S. naval capture of a British vessel when he takes command of the HMS Edward off the coast of Virginia

***

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Washington Post, Apr. 7, Pg. A4 | Missy Ryan
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Wall Street Journal, Apr. 7, Pg. A7 | Heidi Vogt
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SECDEF TRIP

4. Trade Pact Has Backing of Pentagon
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Defense Secretary Ashton Carter on Monday threw the weight of the Pentagon behind President Obama's fight to push a trade deal with Asia through Congress, warning that Asian markets are being gobbled up by global competitors.

MIDEAST

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New York Times, Apr. 7, Pg. A6 | Salman Masood and Kareem Fahim
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8. The Saudi plan in Yemen
Los Angeles Times, Apr. 7, Pg. A2 | Alexandra Zavis
Every evening since a mostly Sunni Arab coalition led by Saudi Arabia began airstrikes against Shiite Muslim rebels in Yemen, journalists have been invited into an air base in the Saudi capital for a briefing on the day's battlefield developments. Brig. Gen. Ahmed Asiri, who presides over the nightly news conferences, has said the coalition's priority is the security of the Yemeni people and neighboring countries, including Saudi Arabia, which shares a long border with Yemen. The Times sat down with Asiri after a recent briefing to ask him what the coalition plans to do next.

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IRAQ/SYRIA

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Financial Times (UK), Apr. 7, Pg. 7 | Borzou Daragahi
With a combination of US-led air strikes, revamped uniformed security forces, Iranian-backed Shia militias and others joining the fight, Isis is slowly being pushed out of Iraq, most recently in Tikrit. But the dirty war against Isis is transforming this oil-rich country into something akin to a mirror image of Isis's sectarian vision, in ways that could have an impact for decades.

12. Kurdish official hits administration over delayed weapons
TheHill.com, Apr. 6 | Kristina Wong
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New York Times, Apr. 7, Pg. A8 | Maïa de la Baume and Rukmini Callimachi
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EUROPE

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New York Times, Apr. 7, Pg. A5 | David M. Herszenhorn
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Bloomberg, Apr. 6 | Stefan Nicola
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Agence France-Presse, Apr. 6 | Not Attributed

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While negotiators toiled late into the night in Switzerland, scratching together a nuclear agreement with Iran, Senator Bob Corker was conducting his own tense talks back home. The new chairman of the Foreign Relations Committee, Mr. Corker, a Tennessee Republican, was trying to marshal a bipartisan coalition for his bill to force President Obama to send any agreement with Iran to Congress for approval -- a bill that could get enough votes to overcome a veto by Mr. Obama.

WHITE HOUSE

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Washington Post, Apr. 7, Pg. A14 | Adam Goldman
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DEFENSE DEPARTMENT

22. Pentagon balks at congressional bid to ease multiyear deal terms
Reuters, Apr. 6 | Andrea Shalal
The Pentagon is pushing back against congressional moves to ease requirements for multiyear weapons procurements, saying it will continue to insist that such deals generate significant savings for the government before relinquishing yearly control. Even if Congress changes the law, U.S. Defense Undersecretary Frank Kendall said program managers would still need to show savings of "pretty darn close to 10 percent or better" to get approval to sign a contract of up to five years.

23. Former congressman tapped for top Pentagon personnel post
MilitaryTimes.com, Apr. 6 | Andrew Tilghman
President Obama has tapped an Army lawyer and former congressman from Oklahoma to serve as the Pentagon's top personnel official. Brad Carson, 48, will serve as acting undersecretary of defense for personnel and readiness, the primary official overseeing military personnel and compensation policies.

VETERANS

24. Vietnam Veteran Files Class-Action Lawsuit Over Delayed Appeals on Disability Benefits
New York Times, Apr. 7, Pg. A13 | Dave Philipps
A Vietnam veteran who has waited years for disability benefits from the Department of Veterans Affairs for claims of post-traumatic stress disorder and exposure to toxic chemicals filed a class-action lawsuit on Monday, seeking to force the department to expedite a growing backlog of benefits claims appeals, including his own.

NOTABLE COMMENTARY

25. Terror in Kenya
Washington Post, Apr. 7, Pg. A12 | Editorial
Last week four gunmen from the Islamist militant group al-Shabab stormed Garissa University College in Kenya, about 100 miles from the Somali border. In what reports detail as a highly coordinated attack,

the assailants gunned down some 147 people, 142 of whom were students. The gunmen, who had explosives strapped to them, began killing indiscriminately, but as the 15-hour siege went on, they separated students by religion, murdering Christians. This terrorist attack was Kenya's worst since the U.S. Embassy in Nairobi was bombed by al-Qaeda, killing 213, in 1998.

26. The Iran deal's No. 1 booster
Washington Post, Apr. 7, Pg. A12 | Editorial
President Obama has launched an aggressive lobbying campaign for his preliminary nuclear deal with Iran, telling the New York Times on Saturday that "this is our best bet by far to make sure Iran doesn't get a nuclear weapon." Unfortunately for those who disagree, the president's claims could have a self-fulfilling quality. By loudly insisting there is no alternative to the terms he has agreed to, Mr. Obama helps ensure that the option of maintaining sanctions while insisting that Iran agree to dismantle more of its nuclear infrastructure - as Israel and some in Congress advocate - is no longer a practical alternative.

27. Obama and the 'Inevitable Critics'
Wall Street Journal (Global View), Apr. 7, Pg. A11 | Bret Stephens
'So when you hear the inevitable critics of the deal sound off, ask them a simple question: Do you really think that this verifiable deal, if fully implemented, backed by the world's major powers, is a worse option than the risk of another war in the Middle East?" That was Barack Obama on Thursday, defending his Iran diplomacy while treating its opponents to the kind of glib contempt that is the mark of the progressive mind. Since I'm one of those inevitable critics, let me answer his question. Yes, it's worse. Much worse.

28. Gulf States to Test Obama Salesmanship on Iran
Wall Street Journal (Capital Journal), Apr. 7, Pg. A4 | Gerald F. Seib
President Barack Obama isn't a particularly big fan of Camp David, the bucolic presidential retreat in Maryland's Catoctin Mountains, but sometime in the next few weeks it will be the site of a crucial event in the selling of the nuclear agreement with Iran. The big moment comes when the president hosts the leaders of the Gulf Cooperation Council, the six Arab kingdoms and sheikdoms that lie just across the Persian Gulf from Iran. They are somewhere between deeply nervous and highly suspicious that the nuclear deal will really contain the Iranian threat in their region.

29. From talk of action to a war of words on Iran
Washington Post (Fine Print), Apr. 7, Pg. A11 | Walter Pincus
President Obama and Iranian President Hassan Rouhani say they have achieved separate major goals in the framework agreement among the United States, five other world powers and Iran regarding Tehran's nuclear program. As with all such agreements, the devil will be in the details, which remain to be worked out before a June 30 deadline. Meanwhile, critics and doubters in Washington, Jerusalem and elsewhere will be pointing out gaps and weaknesses that need to be remedied before a final Comprehensive Plan of Joint Action can be completed and signed by the participating countries.

30. THAAD Missile Killer Could Boost Army Role in Pacific
Forbes.com, Apr. 6 | Loren Thompson
When the Obama Administration announced in January 2012 that the U.S. defense posture would be "rebalanced" to emphasize the Asia-Pacific region, that was not good news for the Army. America's preeminent land force had largely abandoned the region after the Vietnam War, leaving almost no soldiers stationed west of the International Dateline outside the Korean Peninsula. If Asia was to be the main locus of U.S. strategic concerns, that implied the Army might end up "last among equals" in the competition for money and missions.

(See attachment for text - for best results on a BlackBerry click "view")

OVERVIEW

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22. Pentagon balks at congressional bid to ease multiyear deal terms

Reuters, Apr. 6 | Andrea Shalal

The Pentagon is pushing back against congressional moves to ease requirements for multiyear weapons procurements, saying it will continue to insist that such deals generate significant savings for the government before relinquishing yearly control. Even if Congress changes the law, U.S. Defense Undersecretary Frank Kendall said program managers would still need to show savings of "pretty darn close to 10 percent or better" to get approval to sign a contract of up to five years.

23. Former congressman tapped for top Pentagon personnel post

MilitaryTimes.com, Apr. 6 | Andrew Tilghman

President Obama has tapped an Army lawyer and former congressman from Oklahoma to serve as the Pentagon's top personnel official. Brad Carson, 48, will serve as acting undersecretary of defense for personnel and readiness, the primary official overseeing military personnel and compensation policies.

VETERANS

24. Vietnam Veteran Files Class-Action Lawsuit Over Delayed Appeals on Disability Benefits

New York Times, Apr. 7, Pg. A13 | Dave Philipps

A Vietnam veteran who has waited years for disability benefits from the Department of Veterans Affairs for claims of post-traumatic stress disorder and exposure to toxic chemicals filed a class-action lawsuit on Monday, seeking to force the department to expedite a growing backlog of benefits claims appeals, including his own.

NOTABLE COMMENTARY

25. Terror in Kenya

Washington Post, Apr. 7, Pg. A12 | Editorial

Last week four gunmen from the Islamist militant group al-Shabab stormed Garissa University College in Kenya, about 100 miles from the Somali border. In what reports detail as a highly coordinated attack, the assailants gunned down some 147 people, 142 of whom were students. The gunmen, who had explosives strapped to them, began killing indiscriminately, but as the 15-hour siege went on, they separated students by religion, murdering Christians. This terrorist attack was Kenya's worst since the U.S. Embassy in Nairobi was bombed by al-Qaeda, killing 213, in 1998.

26. The Iran deal's No. 1 booster

Washington Post, Apr. 7, Pg. A12 | Editorial

President Obama has launched an aggressive lobbying campaign for his preliminary nuclear deal with Iran, telling the New York Times on Saturday that "this is our best bet by far to make sure Iran doesn't get a nuclear weapon." Unfortunately for those who disagree, the president's claims could have a self-fulfilling quality. By loudly insisting there is no alternative to the terms he has agreed to, Mr. Obama helps ensure that the option of maintaining sanctions while insisting that Iran agree to dismantle more of its nuclear infrastructure - as Israel and some in Congress advocate - is no longer a practical alternative.

27. Obama and the 'Inevitable Critics'

Wall Street Journal (Global View), Apr. 7, Pg. A11 | Bret Stephens

'So when you hear the inevitable critics of the deal sound off, ask them a simple question: Do you really think that this verifiable deal, if fully implemented, backed by the world's major powers, is a worse option than the risk of another war in the Middle East?" That was Barack Obama on Thursday, defending his Iran diplomacy while treating its opponents to the kind of glib contempt that is the mark of the progressive mind. Since I'm one of those inevitable critics, let me answer his question. Yes, it's worse. Much worse.

28. Gulf States to Test Obama Salesmanship on Iran

Wall Street Journal (Capital Journal), Apr. 7, Pg. A4 | Gerald F. Seib

President Barack Obama isn't a particularly big fan of Camp David, the bucolic presidential retreat in Maryland's Catoctin Mountains, but sometime in the next few weeks it will be the site of a crucial event in the selling of the nuclear agreement with Iran. The big moment comes when the president hosts the leaders of the Gulf Cooperation Council, the six Arab kingdoms and sheikdoms that lie just across the Persian Gulf from Iran. They are somewhere between deeply nervous and highly suspicious that the nuclear deal will really contain the Iranian threat in their region.

29. From talk of action to a war of words on Iran

Washington Post (Fine Print), Apr. 7, Pg. A11 | Walter Pincus

President Obama and Iranian President Hassan Rouhani say they have achieved separate major goals in the framework agreement among the United States, five other world powers and Iran regarding Tehran's nuclear program. As with all such agreements, the devil will be in the details, which remain to be worked out before a June 30 deadline. Meanwhile, critics and doubters in Washington, Jerusalem and elsewhere will be pointing out gaps and weaknesses that need to be remedied before a final Comprehensive Plan of Joint Action can be completed and signed by the participating countries.

30. THAAD Missile Killer Could Boost Army Role in Pacific

Forbes.com, Apr. 6 | Loren Thompson

When the Obama Administration announced in January 2012 that the U.S. defense posture would be "rebalanced" to emphasize the Asia-Pacific region, that was not good news for the Army. America's preeminent land force had largely abandoned the region after the Vietnam War, leaving almost no soldiers stationed west of the International Dateline outside the Korean Peninsula. If Asia was to be the main locus of U.S. strategic concerns, that implied the Army might end up "last among equals" in the competition for money and missions.

TOP STORIES

1. Defense secretary details Asia rebalance

Carter speaks in Arizona before his first trip to region's east as chief

Washington Post, Apr. 7, Pg. A4 | Missy Ryan

TEMPE, Ariz. - Defense Secretary Ashton B. Carter said Monday that the United States remains committed to rebalancing American foreign policy to the Asia-Pacific region, despite the challenges to one of President Obama's flagship diplomatic initiatives.

Carter, speaking in Arizona ahead of his first trip to East Asia since he became defense secretary in February, said the United States has reallocated weaponry, redistributed troops and taken other steps to modernize the American military posture in the region, despite conflicts in the Middle East and Ukraine and other crises that have required policymakers' attention.

In remarks at Arizona State University, Carter said the ascendancy of China is not a zero-sum game for U.S. and allied interests. In stops this week in South Korea and Japan, the defense secretary will reassure governments there of U.S. support in the face of China's rising military power and economic heft.

"There is another scenario in which everyone wins," Carter said. "It is a continuation of the decades of peace and stability anchored by a strong American role, in which all Asia-Pacific countries continue to rise and prosper, including China.

"The U.S. and China are not allies, but we don't have to be adversaries," he added. "Our relationship will be complex as we continue to both compete and cooperate."

But Carter said the United States and its allies are "deeply concerned" by China's lack of transparency in defense spending, its cyber activities and its attempts to project Chinese power in disputed waters off its coast.

As part of its Asia rebalance, Carter said, the Pentagon is making investments in defense technologies that will help provide security to Asia, including a new long-range stealth bomber and a new long-range anti-ship cruise missile. He said the adaptation of older weapons to defend against threats at sea, such as the Tomahawk missile, will be valuable for Asian nations.

The United States is also sending additional military assets, including advanced fighter jets and ships with a sophisticated missile-defense system, to the region at a time when North Korea, Carter said, has become "increasingly dangerous and provocative."

China's sometimes hostile response to what Beijing sees as a U.S. effort to contain its influence represents one of the challenges facing Obama's initiative, which was announced with fanfare in 2011. Since then, the administration has struggled to advance some diplomatic and economic aspects of its Asia policy, including a 12-nation trade and regulatory deal that Obama hopes to clinch before he leaves office.

Arguing that deeper economic ties with Asian allies would translate into improved military cooperation and greater security, Carter also made a case for the proposed deal, called the Trans-Pacific Partnership.

"Time is running out. We already see countries in the region trying to carve up these markets [and] forging many trade agreements in recent years," he said.

Obama has been seeking congressional approval for fast-track negotiating authority that would enable him to more quickly finalize the deal, but he faces resistance from unions, environmental groups and some fellow Democrats in Congress.

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2. Kenya Strikes Militants in Somalia

Action follows attack on college; police deployed at campuses in neighboring Uganda

Wall Street Journal, Apr. 7, Pg. A7 | Heidi Vogt

NAIROBI, Kenya -- Fighter jets from Kenya bombed two al-Shabaab bases in Somalia and police in Uganda stepped up patrols around college campuses on Monday, days after militants gunned down scores of students at a university in the Kenyan town of Garissa.

Col. David Obonyo, a spokesman for the Kenyan military, said the operation was planned before the Garissa attack, based on intelligence reports identifying the two camps deep in al-Shabaab-held territory in Somalia's Gedo region.

Col. Obonyo said both camps were destroyed in the 6 a.m. strike, but he said the military didn't have information about how many people were killed because weather conditions precluded clear images.

A Somali official in the area, Beledhawa District Commissioner Yusuf Mohamed, said the operation appeared to be targeted around the villages of Gadondhawe and Dhasheeg. He said there was limited information about the attack because it occurred in an area controlled by al-Shabaab.

An al-Shabaab spokesman, Abu Ali, said the attack had hit civilians but didn't provide additional details.

Col. Obonyo, who called the timing of the bombing raid "a coincidence," said some of the Garissa assailants could have come from the targeted camps. "It is possible that these camps house the people who have been carrying out attacks," he said, noting that one of the Garissa attackers was from Mandera, a Kenyan county bordering Gedo.

Kenyans are reeling from Thursday's predawn attack on Garissa University College that killed at least 148 students and staff -- the deadliest assault in the country since the 1998 bombing of the U.S. Embassy here. The Garissa attack followed a series of al-Shabaab assaults in Muslim areas along the country's coast that have killed hundreds, as well as one on a Nairobi shopping mall in 2013 that killed 67 people.

In the wake of the attacks, police in neighboring Uganda have deployed heavily around college campuses amid fears that al-Shabaab planned a similar attack there.

Ugandan police spokesman Fred Enanga said police were holding a suspect but it wasn't clear if he is tied to al-Shabaab.

The Somali man was detained Friday in Kampala while allegedly taking pictures of the student hostel at Makerere University, the country's largest government university. On his phone were photographs related to combat and one

in which the suspect was seen holding a severed head, according to Mr. Enanga. The man, whom police declined to identify, is being questioned by counterterrorism police, Mr. Enanga said.

Like Kenya, Uganda has been the subject of several travel advisories warning of possible al-Shabaab attacks. In 2010, 76 people, including some Western tourists, were killed when al-Shabaab militants carried out multiple bomb blasts at Kampala restaurants and bars as people were watching the soccer World Cup finals.

Al-Shabaab says it is targeting Kenya and Uganda because these countries are contributing troops to serve as African Union peacekeepers in Somalia, where they have been deployed since 2011. African Union forces have helped rout militants in Somalia's major cities, but the peacekeepers haven't been able to flush them out of rural areas, or prevent a series of deadly attacks in the capital Mogadishu.

The attacks in Kenya have prompted some officials to call for a troop pullback from Somalia, in the hope that it would reduce attacks on home soil. Kenya's president, Uhuru Kenyatta, insists that the military needs to keep hitting al-Shabaab in Somalia.

In a December speech, Mr. Kenyatta said that the decision to send troops into Somalia in 2011 "was right then, and remains so today." Following Thursday's attack in Garissa, the Kenyan president promised to "respond in the fiercest way possible," but didn't give details of what such a response would entail.

Kenya has had to come to terms in recent years with the fact that many of those launching these assaults are Kenyan citizens who share al-Shabaab's militant Islamist ideology. The Kenyan interior ministry said Sunday that one of the four gunmen involved in the Garissa attack was the son of a Kenyan government official in Mandera. The series of attacks along the coast over the past year has been conducted either in coordination with or by local groups, local officials have said.

--Nicholas Bariyo in Kampala, Uganda, contributed to this article

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3. Somali Fighters Learning to Kill On a Shoestring

Shabab Terror Evolves; Despite Setbacks, Group Remains Lethally Adept in Kenya

New York Times, Apr. 7, Pg. A1 | Jeffrey Gettleman

NAIROBI, Kenya -- They have lost their leader, their ports, their checkpoints and their territory.

They have lost thousands of men and much of their money.

They have no fleet of armored personnel carriers like Boko Haram's. Or poppy fields like the Taliban's. Or oil fields like the Islamic State's.

In the pecking order of the world's leading terrorist groups, the Shabab militants, based in Somalia, operate on a shoestring budget. But as the attack on a Kenyan university last week showed, they have become proficient in something terrible: mass murder on the cheap.

In the past two years, bare-bones Shabab teams of young gunmen have struck across Kenya, at a mall, on buses, at a quarry, in a coastal village and last week at a university, where four militants with rudimentary assault rifles killed 142 students.

In all, they have slaughtered hundreds of people and shaken Kenya, an economic powerhouse and cornerstone of stability in this part of Africa, with just a few men and a handful of light weapons.

"I call it the dumbing down of terrorism," said Matt Bryden, a researcher in Nairobi who has been working on Somalia for more than 20 years. "They keep it simple. They're lightly armed, highly disciplined and relatively well trained."

"They've definitely lost some of their major revenue flows," he added. "But they've managed to survive a lean season."

Despite a major international military effort in recent years to retake Somalia and push the Shabab out of their strongholds, especially ports on the Somali coast, Shabab fighters are proving to be frighteningly resilient. As the Shabab have shown with their latest attacks, it is not all about territory. Analysts say they lead a grueling existence, moving constantly from threadbare village to threadbare village, living off the land in one of the poorest lands on earth. All the theories about how to stop them do not seem to be working.

The Obama administration is deeply worried that the Shabab, one of most violent branches of Al Qaeda, might strike on American soil, and the strategy against them has been to eliminate their leaders and deny them sanctuaries where they can plot operations.

In conventional military terms, the Shabab are losing. They have been routed from many areas, and are no longer able to rake in millions of dollars by shipping out mountains of charcoal or importing cars, as they did just a few years ago. Even in the small towns in Somalia they still control, Shabab fighters are not safe. They are relentlessly hunted -- from above.

Their revered leader, Ahmed Abdi Godane, was killed last year in an American airstrike, and other Shabab agents have been killed by drones.

The American government has helped pay for an African Union stabilization force in Somalia, investing nearly $1 billion in this overall strategy. But Shabab attacks, as shown by the university massacre in Kenya, continue to grow in scope and ambition, raising the question: How exactly can they be stopped?

"It's not an easy game," said Stig Jarle Hansen, a Norwegian professor who has written a book about the Shabab. "You have to have a people-centric strategy. You have to bring security to the villages in Somalia and stop corruption within the Kenyan security services. I can't tell you how many times I've heard over the past five or six years, 'The Shabab is dying, the Shabab is dying.'

"The Shabab is not dying," he said. "Case closed."

The Shabab's endless evolution provides a daunting global lesson in the battle against extremists.

On the other side of the continent, Nigeria and its neighbors are fighting Boko Haram, retaking towns and villages in an effort to stop the group from dominating large stretches of Nigerian territory.

In Iraq, the government and its allies, backed by American airstrikes, are battling the Islamic State for control of Tikrit. In Yemen, there are concerns that a feared branch of Al Qaeda will consolidate even more territory and influence amid a chaotic and expanding civil war.

Shabab fighters once aspired to rule Somalia, and nearly did. They eagerly fed off the bitterness and anger that many Somalis felt toward an Ethiopian force that was occupying their country. (The United States had covertly supported the Ethiopian invasion.)

From 2007-10, the Shabab steadily tightened their grip on Somalia, at one point controlling more territory than any other Al Qaeda franchise -- a chunk the size of Denmark.

Mr. Hansen calls this period "the Shabab's golden age."

"They were doing something like state building," he said. "They were administering territory. They were delivering services," while bullwhipping women and suppressing the local population in their harsh interpretation of Islamic rule.

But Shabab commanders made the mistake of hubris, thinking they could defeat a much larger, better-armed African Union force in conventional warfare.

The Shabab lost hundreds of fighters in street battles in Mogadishu, the capital, in 2010. Many more defected. Analysts estimate that their army has dwindled to 3,000 fighters, at most, from about 7,000.

The Shabab lost their major port, Kismayo, and then minor ones like Brava. The Shabab's leaders are now believed to be concentrated around Jilib, a small town in the mangrove swamps near the southern Somali coast.

As the map of their territory has violently changed, so have their tactics. The Shabab used to detonate huge car bombs in Mogadishu that blackened large stretches of the city and killed hundreds of people. But car bombs are expensive. Analysts say the Shabab probably do not have the cash anymore.

But there may be another reason. The countless civilians killed in Somalia were almost all Muslim (the country is almost exclusively Muslim), and the central leadership of Al Qaeda scolded the Shabab for slaughtering so many Muslims.

So the Shabab did something they have always been good at: They changed. Now Shabab fighters sort their victims at gunpoint. They let Muslims go and tell Christians to lie down, eyes closed.

At the Westgate mall in Nairobi, Kenya, they asked shoppers questions about Islam to separate Muslims from non-Muslims. They did it again in the attacks at the Mandera quarry, shooting many Christian workers in the back of the head, at close range. And last week the Shabab spared Muslim students -- most of the students at Garissa University College, where they struck, were from other parts of Kenya, the majority Christian.

The fighters at the school also seemed tactically proficient, managing to kill six security officers.

Bronwyn Bruton, deputy director of the Africa Center of the Atlantic Council, a research institute in Washington, said she suspected the Shabab were "beginning to play with class distinctions."

"Westgate and, to a lesser extent, Garissa University College are both enclaves of privilege in a country where youths, especially Muslim youths, are frustrated by the lack of economic opportunity," she said. "Eventually, Shabab is going to have to find a way to connect with non-Somali Muslims."

The Shabab seem to pick many of their targets very carefully. In Nairobi, Shabab fighters did not attack just any mall; they attacked the mall, the glitziest, most expensive and most symbolic of Kenya's prosperity and dreams.

Garissa University College, now closed, had one of the largest concentrations of non-Muslims in that part of Kenya. It was lightly guarded. And it lies relatively close to the Somali border, not far from the same areas in Somalia where Shabab agents still circulate.

In claiming responsibility for the attack, a Shabab spokesman said the university was part of Kenya's "plan to spread their Christianity and infidelity" in a Muslim area that the Shabab consider a "colony" under Christian control.

Several analysts say the Shabab are now in fierce competition with the Islamic State for foreign recruits. Shabab commanders cannot deny that their territory has shrunk, so killing large numbers of civilians is a way for them to stay relevant in the terrorist world.

"Stopping the Shabab is going to be tough," Ms. Bruton said, adding that the region's security services desperately needed reform, and "that will take years."

Mr. Bryden, the Nairobi researcher, said that the Shabab had made enormous strides in recruiting youths in Kenya, Tanzania, Uganda and Djibouti, and that many hardly fit the stereotype of marginalized or poor recruits.

On Sunday, Kenyan officials said that one of the gunmen from the attack on the university was a young, bright, privileged Kenyan who wore $200 suits and whose father was a local chief.

"The Shabab is becoming more decentralized," Mr. Bryden said. "That makes it more resilient to decapitation strikes."

Mr. Bryden, like several other analysts, does not believe firepower can destroy the Shabab.

"There has to be a political vision across this region to tackle the Shabab," he said.

"Right now, that doesn't exist."

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SECDEF TRIP

4. Trade Pact Has Backing of Pentagon
New York Times, Apr. 7, Pg. B1 | Helene Cooper

TEMPE, Ariz. -- Defense Secretary Ashton Carter on Monday threw the weight of the Pentagon behind President Obama's fight to push a trade deal with Asia through Congress, warning that Asian markets are being gobbled up by global competitors.

Mr. Carter linked the military strength of the United States to its economic progress, using the start of his first trip as defense secretary to America's Pacific allies to help the Obama administration in its efforts to push through the trade deal, known as the Trans-Pacific Partnership.

If the United States does not go through with the pact, a 12-nation accord that administration officials view as a linchpin for the Obama administration's strategic pivot to Asia, "we are going to take ourselves out of the game," Mr. Carter said during a speech at the McCain Institute at Arizona State University.

"Time is running out," he said of the accord, which is still under negotiation but nearing completion. "We already see countries in the region trying to carve up these markets."

For the Defense Department, it was an odd foray into the world of trade politics, which involve shifting alliances of high tech industries and big businesses in California and the Northeast versus the more traditional skeptics of wide-ranging trade agreements, including some labor unions and manufaeturing states. But Mr. Carter appeared to relish it, claiming that "passing TPP is as important to me as another aircraft carrier."

President Obama, representing a Democratic Party that has typically been wary of trade accords, has walked a fine line trying to satisfy enough members of his own base while also relying on Republicans, who tend to support the accords.

He is battling a rare allianee of liberal Democrats and Tea Party Republicans, while counting on more traditional opponents of his agenda like Representative Paul D. Ryan, Republican of Wisconsin, and Senator Orrin G. Hatch, Republican of Utah, to try to secure "fast track" trade promotion authority that would allow Congress to approve or reject the trade paet, but not to amend it.

Those are not the type of issues that people at the Pentagon talk about routinely. "As secretary of defense, I see our military personnel demonstrate every day that Americen men and women, American innovation and American hard work do not just compete, but outpace every other country in the world," Mr. Carter said. "By passing trade promotion authority and finalizing a strong TPP, we will allow American workers to do the same."

For Mr. Carter, the speech also had another benefit: He could throw his weight behind a cause supported by the man who may have almost as much influence as President Obama over his tenure as defense secretary -- Senator John McCain, Republican of Arizona and chairman of the Senate Armed Services Committee.

In his speech, Mr. Carter praised the Arizona senator's support of improved ties to Asia.

"Twenty years ago, President Clinton was looking for congressional partners to help normalize relations with Vietnam," Mr. Carter said. "Senator McCain had plenty of personal reasons to say no -- especially after all he had endured there as a prisoner of war. But he realized that normalization would help our country move beyond a polarizing conflict and develop new ties with an important country in an increasingly important region."

Mr. McCain did not attend the speech -- he met briefly with Mr. Carter at the airport in Phoenix beforehand, but had other business to attend to, defense officials said. "Senator John McCain, who I just met with here in Phoenix, is an American hero," Mr. Carter said after the meeting.

Whether Monday's outreach to Mr. McCain will translate into an easier road for the Defense Department before the Armed Services Committee remains to be seen. Mr. McCain, as the ranking Republican on the Senate committee, was a frequent critic of Chuck Hagel, Mr. Carter's predecessor at the Pentagon. Now, with the Republican takeover of the Senate, Mr. McCain has assumed the leadership of the committee and he has shown little willingness to make it easier for either the president or his defense secretary on matters of the American military.

The senator has challenged the administration on its strategy to fight the Islamic State in Iraq and Syria, and more surprisingly, has lately thrown his weight behind Republican efforts to slow the pace of the transfers of detainees from the military prison at Guantánamo Bay, Cuba, backing proposed legislation that would place a moratorium on the release of most of the remaining prisoners.

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MIDEAST

5. Conflict in Yemen may spark wide famine

With access to supplies impeded, some fear crisis worse than Syria's

Washington Post, Apr. 7, Pg. A1 | Hugh Naylor

BEIRUT - The fighting in Yemen threatens to cause widespread hunger and thirst and displace huge numbers of people, creating another humanitarian disaster in a region already reeling from the crisis in Syria, according to analysts and aid workers.

The impoverished Arabian Peninsula nation of 25 million people was struggling with alarming levels of malnutrition even before an offensive by Shiite rebels, called Houthis, prompted a military intervention last month by a coalition led by Saudi Arabia.

Now, the Saudi-led coalition's airstrikes as well as the fighting at the country's airports and seaports are impeding access to food and other supplies.

According to the United Nations and humanitarian aid agencies, major urban centers, including the southern city of Aden, which has a population of about 1 million, may run out of drinking water.

The fighting has displaced thousands of Yemenis, and a continuation of the unrest could produce waves of refugees reminiscent of the flight of Syrians from cities and towns engulfed in that country's civil war, analysts and aid workers say. About 4 million people have poured out of Syria and 6 million more are internally displaced because of the fighting.

Looking to exploit Yemen's chaos are extremist groups such as al-Qaeda in the Arabian Peninsula (AQAP) and the Islamic State, said Fawaz A. Gerges, a professor of Middle Eastern politics at the London School of Economics.

"If Yemen descends into all-out war, which is a likely scenario, we could witness a greater humanitarian crisis than that of Syria, in terms of refugees and mass starvation," he said. "You could end up with al-Qaeda being the main winner after this conflict."

The Houthi rebels have seized vast tracts of Yemeni territory and in February toppled the U.S.-backed government of President Abed Rabbo Mansour Hadi. The Saudi-led coalition, which has conducted air attacks against the Houthis and threatened a ground assault, hopes to restore Hadi to power. The embattled president fled Yemen last month for Saudi Arabia, which views the Houthis as proxies of Shiite Iran.

Sitara Jabeen, a Geneva-based spokeswoman for the International Committee of the Red Cross, said that on Sunday, the Saudi-led coalition gave the organization permission to fly two planes to Yemen carrying aid workers and 48 tons of medical supplies. But the Red Cross has not yet been able to charter aircraft that will travel to the war-torn country, she said.

Adel al-Jubeir, Saudi Arabia's ambassador to the United States, said in an interview that "we are engaging with international relief organizations to facilitate" the provision of aid. But he indicated that delivery of supplies by plane was unlikely, because Saudi airstrikes have destroyed runways and have "pretty much shut off Yemeni airports."

Fears of total breakdown

The United Nations estimates that more than 500 people have been killed in the fighting in the past two weeks. Meanwhile, supplies of food, fuel and water are dwindling, and government services such as health care are deteriorating rapidly.

Julien Harneis, the Yemen representative for UNICEF, said shrinking supplies of fuel are threatening the ability of municipalities to run ambulance services and of hospitals to refrigerate vaccines.

In addition, the lack of diesel fuel means that pumps cannot draw well water for this chronically parched country. For years, experts have warned that Sanaa could be the first capital in the world to run out of water.

Already, intense fighting in Aden has stopped the pumps, depriving most of the city of drinking water. "We're worried that this system will totally break down shortly; Aden is a dry, hot place, and without water people will really suffer," Harneis said.

The city also is struggling with prolonged power cuts.

Grant Pritchard, Oxfam's director in Yemen, expressed concern about "a humanitarian disaster on our hands in the coming weeks and months" if the fighting does not stop. Even before the current bout of fighting, he said, about 16 million Yemenis relied on humanitarian assistance. About 10 million did not have enough food to eat, while 9 million lacked basic medical care and 13 million did not have access to clean drinking water.

Most international aid workers have left the country because of the danger, and their organizations have had to scale back operations. Foreign businesses such as oil companies have suspended work, while money from abroad - a crucial source of help for millions of Yemenis - has stopped flowing.

The country's meltdown has left many of the nearly 2 million Yemenis working next door in Saudi Arabia desperate to send cash but blocked by a breakdown in the system of money exchange used to transfer currency to Yemen.

Fawaz Abdulrahman Abdullah, 22, an employee at a hotel in Riyadh, the Saudi capital, said he nearly broke down in tears the last time he reached his family by telephone in their village outside Aden.

"They begged me, 'Where is the money?' " he said. "I told them, 'I can't find any way to send it.' "

He looked for someone traveling to Aden who could carry the cash in hand. But the Saudi military has closed the border.

Dwindling food supplies

For those struggling in Yemen, such as Mohammed Alawi Mohammed, a 34-year-old father of two, a lack of food is a major concern. Supermarket shelves are increasingly bare. According to some estimates, Yemen imports more than 90 percent of its food.

"I worry that even basic foods will vanish and prices will rise significantly," said Mohammed, an IT consultant.

Saudi Arabia has agreed to create a special committee to coordinate with aid groups on the transport of supplies to Yemen, according to Brig. Gen. Ahmed Asseri, a Saudi military spokesman.

Even if food were arriving unimpeded from abroad, though, transporting it inside Yemen has become increasingly difficult because of fighting and airstrikes, said Abdul-Ghani al-Iryani, a Yemeni political analyst. That has caused a spurt in prices of basic goods in rural areas by as much as a third, a huge burden in a country where nearly half the population lives on $2 a day or less, he said.

"If the situation deteriorates further, it will be a full-blown famine," Iryani said.

Collapsing law and order

This has added to his concerns about a refugee crisis that could compel masses of people to seek safety beyond Yemen's borders. There are unconfirmed reports that Yemenis have begun fleeing across the Gulf of Aden to Somalia.

"If there is a total breakdown of law and order, we should expect millions of people going towards the Saudi and Omani borders, trying to find refuge," Iryani said.

Adam Baron, a Yemen analyst and visiting fellow at the European Council on Foreign Relations, said that such a breakdown has been occurring for some time but that the Saudi assault has accelerated it.

He referred to the disintegration of the military and deteriorating authority in cities such as Aden, where civilians are arming themselves for street-by-street battles against Houthi rebels.

"We are seeing real signs of collapsing order and the militiafication of Yemen," he said.

Filling the void, he added, is AQAP, al-Qaeda's most formidable affiliate, which uses Yemen to stage attacks against the West. In recent days, the group has come close to seizing control of Yemen's fifth-largest city, Mukalla. On Thursday, it freed as many as 300 prisoners in the coastal city, including a senior leader of the group, after storming the jail.

In the capital, Bandar Mohammed Senan, 36, a father of two, certainly fears AQAP. But a bigger concern is how to feed his young children, especially after the Sanaa television channel where he works was forced to close because of the Saudi bombings and a cutoff of electricity.

"What are we going to do if food prices go up? How will I be able to manage?" he said. "The situation is horrible."

--Ali al-Mujahed in Sanaa, Brian Murphy in Riyadh and Karen DeYoung in Washington contributed to this report

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6. U.S. ups role in Yemen war, but not evacuating Americans while other countries remove their citizens
McClatchy, Apr. 6 | James Rosen

WASHINGTON -- The United States has taken a step toward greater involvement in the Yemen war by agreeing to perform aerial refueling of Saudi and allied bombers, though the Pentagon said Monday its tankers won't provide the help directly over the embattled Middle East country.

The U.S. military has been providing intelligence and logistics support since the March 26 start of the Saudi-led air campaign against Houthi rebels, who the United States and Saudi Arabia say are backed by Iran.

"Aerial refueling has been approved but has not yet been conducted," Army Col. Steve Warren, a Pentagon spokesman, told reporters there. "It's been authorized, assets are in place. The Saudis have not requested it. Any refueling will not take place over Yemen. Any refueling will take place over Saudi Arabia or other places."

Warren disclosed that several days after predominately Sunni Muslim Saudi Arabia and Arab allies in the six-nation Gulf Cooperation Council began bombing Shia Houthi strongholds in Yemen, U.S. military forces came to the aid of a Saudi F-15 tactical fighter plane that "had mechanical difficulties." He declined to say where the F-15 encountered problems, beyond noting that it was not "in the (Persian) Gulf."

Warren said "a handful of (U.S.) personnel" are working in "a joint sort of fusion center" run by the Gulf Cooperation Council, which is led by Saudi Arabia and also includes the United Arab Emirates, Kuwait, Oman, Qatar and Bahrain.

"We're not providing targeting intelligence (for airstrikes), but we're providing more broadly situational intelligence," Warren said.

Yemeni President Abdo Rabbo Mansour Hadi fled the capital of Sanaa last month and took refuge in the port city of Aden, only to escape to Saudi Arabia on March 26 as Houthi rebels attacked Aden. Almost 200 people have died in Aden, Yemen's commercial hub, in ground fighting and airstrikes.

India on Monday evacuated 574 of its citizens from Sanaa on Air India jetliners, raising to more than 2,500 people New Delhi has removed from the conflict.

Saudi Arabia closed airports and shut down Yemen airspace when it began its bombing campaign, so India and other countries were presumed to have received Saudi permission to airlift their citizens.

India, a major Asian power separated from Yemen by the Arabian Sea, has been besieged by requests for help from other nations.

"Twenty-three countries have requested India to evacuate their citizens from Yemen," India Foreign Minister Sushma Swaraj tweeted Monday.

Russia and the International Committee of the Red Cross on Saturday appealed to Saudi Arabia stop the bombardments temporarily to enable evacuations of foreigners from Yemen and the delivery of humanitarian aid into the war-torn country of 24 million people.

Russia evacuated 300 of its nationals from Yemen last week, and Canada removed an undisclosed number of people.

Beijing said Thursday that a Chinese naval frigate had evacuated 225 people from 10 countries from Aden. It identified the countries as Canada, Britain, Ireland, Germany, Italy, Poland, Pakistan, Ethiopia, Singapore and Yemen.

The U.S. State Department on Friday issued a travel warning, urging Americans not to go to Yemen and advising those already there "to depart when you are safely able to do so."

The State Department added: "U.S. citizens who choose to seek foreign government assistance in leaving Yemen should only do so if they can safely make their way to the point of embarkation and have received confirmation that there is space available. Even if assured there is space aboard transportation, U.S. citizens should be aware that there is no guarantee that they will be permitted to board the transport, or may have to wait an indefinite period until they can do so."

Warren said Monday that the United States has "assets in place" to evacuate Americans but has not begun to do so.

Marie Harf, a State Department spokeswoman, said there were "no plans for U.S. assets to be used" for evacuations. She urged Americans to sign up on the agency's website for when evacuations might begin.

The State Department sent out alerts Sunday and Monday telling the estimated 300 Americans in Yemen of other countries' ships that were taking on foreigners.

The U.S. Embassy in Sanaa shut down in February, and its staff left Yemen.

Several Arab-American groups have launched a website, StuckinYemen.com, to provide information for stranded Americans. The groups said the website was aimed mainly at Yemeni-Americans, but other U.S. citizens were welcome to use it.

Among the advocacy groups hosting the website are the Council on American-Islamic Relations and the American-Arab Anti-Discrimination Committee.

"We hearing from people that are stuck all over the country," Zahra Billoo, executive director of the San Francisco Bay Area chapter of the Council on American-Islamic Relations told National Public Radio.

Billoo said he didn't understand why the United States is not evacuating its citizens when other countries are trying to remove their nationals.

Harf said the security situation in Yemen was too precarious to launch evacuations.

"Given the situation in Yemen, it's quite dangerous and unpredictable," she told reporters last week. "Doing something like sending in military assets, even for an evacuation, could put U.S. citizen lives at greater risk."

The United States last evacuated citizens from a country riven by war in 2011, when it removed Americans from Egypt during deadly protests against then-President Hosni Mubarak.

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7. Saudis Ask Pakistan to Join the Fight in Yemen

New York Times, Apr. 7, Pg. A6 | Salman Masood and Kareem Fahim

ISLAMABAD, Pakistan -- Pakistan's defense minister told Parliament on Monday that Saudi Arabia had asked Pakistan for aircraft, warships and soldiers to join its offensive against the Houthis in Yemen, possibly signaling Saudi plans to expand its war there.

The Saudi government, backed by other Persian Gulf countries and the United States, started its campaign against the Houthis in late March, relying primarily on air power. Yet nearly two weeks of airstrikes have failed to stop the Houthi advance, including into Aden, Yemen's second-largest city.

The Saudis and their allies have repeatedly raised the possibility of a ground invasion, which analysts say would most likely rely heavily on foreign troops, including those from close Saudi allies like Pakistan or Egypt.

In Parliament on Monday, Khawaja Muhammad Asif, the Pakistani defense minister, did not say when or where the Saudis wanted troops deployed. Aitzaz Ahsan, an opposition politician with the Pakistan Peoples Party, asked the government to clarify its position on the Saudi appeal.

"You have told us that the Saudi king requested troops and air force for the strikes," Mr. Ahsan said. "But you didn't inform us what was the response by the government on this request."

Saudi officials have framed their military intervention as an effort to weaken the Houthi movement in order to restore Yemen's exiled president, Abdu Rabbu Mansour Hadi, to power.

Critics have called the Saudi offensive a strategic mistake. They say the intervention is driven by an erroneous Saudi view of the Houthis -- a movement led by Zaydi Shiites from northern Yemen -- as an Iranian proxy force, and has exacerbated Yemen's civil conflict while exacting a crushing humanitarian toll on the region's poorest country.

Hundreds of people have been killed by Saudi airstrikes or in clashes between rival militias. Yemen's powerful affiliate of Al Qaeda has capitalized on the chaos by taking control of Al Mukalla, a southern Yemeni city, which the militants have held since Thursday. Fuel, food and medical supplies to civilians trapped by the combat were dwindling as aid agencies struggled to gain access to the country.

At the United Nations Security Council, negotiations continued Monday between diplomats from the gulf countries and Russia over how to get humanitarian relief into Yemen.

Russia wants a Council resolution to require what it calls "humanitarian pauses" in the airstrikes to allow aid to get in and foreigners to leave. The gulf nations, however, are in no mood to suspend the military campaign and have proposed a competing draft resolution that calls on the United Nations secretary general to "facilitate" access to aid but without a cessation of airstrikes.

Pakistan has a history of military cooperation with Saudi Arabia that stretches back decades. It has provided extensive military training to the Saudis and stationed tens of thousands of troops in the kingdom, including in the 1990-91 Persian Gulf war.

Adel Al-Jubeir, the Saudi ambassador to Washington, suggested that a ground offensive was not imminent. "Right now, we are in the air phase," Mr. Jubeir told reporters. "No options are taken off the table. But I don't believe we are there yet."

"The contributions that countries make are really up to them," he added, "and it doesn't mean that if you contribute something it will actually be used."

In the latest sign of how the Saudi intervention has inflamed the civil conflict, members of Yemen's most prominent Islamist party, Islah, said Monday that the Houthis had abducted hundreds of people affiliated with the group.

Haroon al-Wesabi, director of the Sana Rights Center, which is seen as close to Islah, said the crackdown followed a declaration by Islah that it was supporting the Saudi-led campaign. In the past two days, he said, Houthi gunmen stormed Islah's party headquarters, as well as homes of its leaders and members, abducting 318 people in at least six Yemeni provinces.

The abductions added to complaints about the way the Houthis have treated their perceived adversaries as they have gained power. Critics have accused them of harassing journalists and political opponents and, more recently, using indiscriminate force and endangering civilians in their drive to capture Aden.

In an interview, a member of the Houthis' senior political leadership, Mohammed al-Bukhaiti, said the abductions were carried out for "security reasons."

"Islah did not only support the aggression," he said, referring to the Saudi offensive, "but also maximized its readiness to move militarily against the country by acting like a fifth column."

He added, "The crackdown has come to eliminate any military move targeting the country."

--Salman Masood reported from Islamabad, and Kareem Fahim from Cairo. Mohammed Ali Kalfood contributed reporting from Sana, Yemen; Somini Sengupta from the United Nations; and Michael R. Gordon from Washington

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8. The Saudi plan in Yemen

Military officer discusses the Arab coalition fight against rebels

Los Angeles Times, Apr. 7, Pg. A2 | Alexandra Zavis

Every evening since a mostly Sunni Arab coalition led by Saudi Arabia began airstrikes against Shiite Muslim rebels in Yemen, journalists have been invited into an air base in the Saudi capital for a briefing on the day's battlefield developments.

The made-for-TV event features models of Saudi military hardware and grainy cockpit video of missiles hitting military bases and ammunition stockpiles held by the Iranian-allied rebels known as Houthis and troops still loyal to Yemen's deposed strongman, Ali Abdullah Saleh.

Despite nearly two weeks of airstrikes, fierce clashes persist between these insurgents and forces loyal to the country's exiled president, Abdu Rabu Mansour Hadi, fueling speculation that the coalition may decide to send in ground forces.

Brig. Gen. Ahmed Asiri, who presides over the nightly news conferences, has said the coalition's priority is the security of the Yemeni people and neighboring countries, including Saudi Arabia, which shares a long border with Yemen. The Times sat down with Asiri after a recent briefing to ask him what the coalition plans to do next.

The interview has been edited for length and clarity.

We are now nearly two weeks into the air campaign in Yemen, and the Houthi militias show no sign of abandoning their advance across the country. How much longer do you expect the campaign to continue and under what conditions would you consider sending in ground troops?

We knew before we started the campaign that we will have a very hard task. When you address a regular army, you know where are its logistics, where are its units, where are its command and control [centers]. But you cannot attack a hotel because in its basement there are munitions or there is a communications center.

So we have very clear objectives. The first is to support the legitimate government when they asked for help. Second, to make sure that those militias do not have capabilities to harm the population. The third objective is that the neighbors of Yemen, the borders, will be safe.

We [accept] as a country to have a neighbor with a very strong regular army. But we do not accept to have militias using Scud missiles and having fighter jets, and having cannons, artillery. They are not a state.

Tomorrow when one of those fighter jets flies from [Yemen's capital] Sana toward a country and hits a building, what are we going to say? This is why Saudi Arabia and those countries joined the coalition, to make sure that threat will be addressed.

Is it possible to achieve your security objectives solely through military action?

Military action is a part of the political process. The choice to go to war is not an easy choice, but sometimes it's important to make sure that your opponent understands what you are trying to do. The armies, they are created for this, to set the conditions, to help the political part of the process. But who refused to talk? It was the [Houthi] militias and their allies.

The militias are a group that tries to implement their agenda by force. When we ask them, do not go to Sana, they go to Sana. We ask them, do not dismantle the government, they do it. They put the legitimate president in jail. When he left Sana, they used fighter jets and they bombarded his house. We cannot accept this in the 21st century.

How much longer can the campaign go on?

We are working in Aden to make it safe, so the government can get back to work. Once they are able to run the country, there is no more threat coming from those militias, I think it's done.

[The conversation shifts to the role of Iran, Saudi Arabia's rival.]

In Lebanon, they create militias. In Syria, they help [President Bashar Assad] to kill the Syrians. In Iraq, they create militias. In Yemen, they create [militias]. You remember, once the [Houthis] got control of Sana, they signed a contract with an Iranian airline, 14 flights a week. To do what? We did not know that there was tourism coming from Yemen to Iran or from Iran to Yemen. They bring a lot of armaments, explosives, missiles.

Iran denies this. What evidence have you seen that Iran is sending large quantities of weapons to support the Houthis in Yemen?

The Yemeni govemment, they showed for all the media a ship with Iranian weapons. We have Saudi intelligence.

These are the militias, not the army. If the army does this, this is their right. But militias creating a ballistic missile site, bringing artillery? You know, before we started two weeks ago, they were doing a military exercise, a big military exercise. Do you think any country can accept that a militia has an exercise at their border?

There are people in Yemen who are against the Houthi militias, but who say they can't support a president who brings foreign troops into their country. Are you worried that you might be turning the population against President Hadi?

Even in democratic countries, you can never have 100% [support]. Always people are divided according to their interests. But they elected Mansour Hadi, so we should respect the majority choice.

Al Qaeda, a Sunni Muslim extremist group, appears to be taking advantage of the situation to seize more territory in Yemen. Is the coalition willing to intervene against their forces as well?

Al Qaeda is operating in this area since a long time. Unfortunately, the international community didn't help to get those terrorists out even when we are sure that most of the operations conducted by Al Qaeda are coming from Yemen. The dismantlement of the government by the Houthis made the government very weak against Al Qaeda. So if we create a very strong Yemeni government, they can address this kind of challenge.

So you aren't considering helping them with that objective?

We are examining the situation, but for the time being we are focusing on our objectives.

What do you say to those who see this as a sectarian fight?

It is easy to make this kind of [claim against] the Saudis or the coalition. But no one in all these years can give us any evidence that we created a militia in other countries. More than $10 billion of our aid went to Yemen. We never said this is for Sunnis. We gave it to the government. Who created the situation of sectarianism? The Iranians. They created the militia in Lebanon, Hezbollah; they created the militias in Iraq. They are using this leverage to promote an ideology. So I think it is a very weak argument that the Iranians use, actually.

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9. Israel Presses Its Case Against Iran Deal

Wall Street Journal, Apr. 7, Pg. A1 | Jay Solomon, Nicholas Casey and Carol E. Lee

Israeli officials and congressional Republicans on Monday set high bars with exacting conditions for a nuclear accord with Iran, signaling fresh domestic and international pressure on negotiations leading up to a summer deadline.

Leading Arab governments, including Saudi Arabia, cautiously accepted the landmark diplomacy with Iran, in their most detailed reactions yet. But Saudi officials said they needed more assurances that Iran's pathway to a nuclear weapons program has been blocked.

The global responses and congressional reactions -- pitted against a determined campaign by the Obama administration -- form the outlines of a furious political battle as Israeli officials and their supporters gear up for a lobbying effort once Congress returns next week from an Easter recess.

"There is an alternative: to stand firm, get a much better deal, a deal that can be trusted," Israel's intelligence chief, Yuval Steinitz, said. "The deal has to be made on the assumption that Iran might violate it."

President Barack Obama and his aides dismissed much of the criticism -- especially Israeli demands that Iran alter its regional and foreign policy and accept Israel's right to exist before world powers accept a deal.

"We want Iran not to have nuclear weapons precisely because we can't bank on the nature of the regime changing," Mr. Obama said in an NPR interview on Monday. "If, suddenly, Iran transformed itself to Germany or Sweden or France, then there would be a different set of conversations about their nuclear infrastructure."

While critics previously assailed the general aim of the diplomatic effort, the latest objections drill more deeply into specific details of the plan, such as Iran's research program, its past military initiatives, international inspections and sanctions.

Mr. Obama has chided Israel, saying it opposes any diplomatic deal.

In response, Mr. Steinitz presented a list of changes to reporters that would make the framework agreement reached last week in Switzerland more palatable to his country.

However, in doing so, he offered what would amount to a dramatic rewrite of the proposed accord. Last week's framework leaves almost no room for negotiators on either side to overhaul the terms in the way Mr. Steinitz called for.

But the demands are likely to form the basis of renewed lobbying that Israel has vowed to wage against the deal, specifically among congressional lawmakers who are considering new sanctions against Iran.

Among Mr. Steinitz's appeals: that Iran cease all nuclear research and development activity; remove its enriched uranium stockpile from the country; and reduce the number of operational centrifuges to below what was agreed upon last week.

Mr. Steinitz also said Iran must close its underground facility in Fordow, an enrichment site the country began constructing clandestinely in the early 2000s.

He also said Israeli officials saw the U.S. Congress as the most likely arena to fend off a deal that endangered Israel's security, calling it "extremely relevant" to the effort. "We think the U.S. is strong enough to put new sanctions on its own," he said.

Mr. Steinitz's remarks were the first time Israeli officials outlined their own alternatives to the nuclear deal after months of criticism from the White House that the country had no diplomatic solutions of its own.

The push has begun already on American airwaves. Israeli Prime Minister Benjamin Netanyahu appeared on three Sunday talk shows in the U.S. to speak out against the deal.

"I'm not trying to kill any deal. I'm trying to kill a bad deal," Mr. Netanyahu said Sunday on NBC's "Meet the Press."

Senate Majority Leader Mitch McConnell (R., Ky.), who last week led a congressional delegation to Israel, mirrored the harshly critical -- and specific -- assessment offered by the Israeli government.

Mr. McConnell has the option of calling up legislative measures proposing a role for Congress in approving the framework deal or for imposing new sanctions on Iran. He said the interim deal's specifics add up to "an international recognition of Iran's threshold nuclear capability."

Besides Mr. Obama, top administration officials including energy secretary Ernest Moniz have spoken in favor of the framework agreement.

White House Press Secretary Josh Earnest said that the administration campaign represents "a deliberate attempt" to prove the deal is good for Israeli and regional security.

Arab officials set a cautiously receptive position on Monday to the framework agreement between Iran and six global powers, including the U.S.

Saudi Arabia's ambassador to Washington, Adel al-Jubeir, stressed no formal deal has yet been reached and that his government was seeking to learn more how the diplomacy would cut off Tehran's path to a nuclear bomb. Riyadh and Tehran are fierce regional rivals and have been competing for influence in Iraq, Syria, Yemen and Lebanon.

"The document is a framework agreement," Mr. al-Jubeir said. "We'll have to see what happens with the details."

Some Saudi officials and royal family members have said their government would seek to match any nuclear capabilities Iran maintains as part of a final agreement. U.S. officials have voiced concerns that Riyadh could seek assistance from Pakistan, a nuclear weapons state, in countering Iran.

The Saudi envoy declined in a press briefing to directly discuss Riyadh's future nuclear plans or any potential aid from Islamabad. "We are dedicated to secure our country," he said. "Two things we don't compromise on are our faith and our security."

Mr. Obama has pledged to host a conference at Camp David in the coming months with Saudi Arabia, the United Arab Emirates and the other leading Arab states in the Persian Gulf region to discuss their security and the Iran diplomacy.

Arab officials said they would seek greater assurances from Washington that the U.S. committed to their defense against Iran.

"The Camp David meeting will be an opportunity to hear from the president how this framework agreement fits into a broader strategy of containing Iranian influence and interference in the region," said a senior Arab official.

Among the steps that could be taken are a U.S. pledge to place the countries of the Gulf Cooperation Council -- which include Saudi Arabia, the U.A.E., Oman, Qatar and Bahrain and Kuwait -- under an American nuclear umbrella.

In Israel, Mr. Steinitz said that since the framework was announced, he and Mr. Netanyahu had met with Israel's military and intelligence chiefs, who had identified what he called 10 "unanswered questions" in the agreement. They include doubts whether Iran ever would provide details on what its past nuclear activity had been and how quickly sanctions could be reinstated if Tehran were to violate the nuclear accord.

He said the intelligence chiefs were concerned that centrifuges more advanced than those now used by Iran eventually could reduce its breakout time to three or four months even if it complied with the deal. The U.S. has said Iran's breakout time should be at least a year under the terms.

"All of our experts are united in their opposition to this bad deal," Mr. Steinitz said.

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10. New Threats to West Bank's Calm
New York Times, Apr. 7, Pg. A7 | Isabel Kershner

JERUSALEM -- For Israel's military, maintaining control of the occupied West Bank has been fraught with contradictions in recent months, creating a tension that senior military officials say does not bode well for stability.

The Israeli government imposed economic sanctions on the Palestinian Authority to protest the Palestinian leadership's decision to join the International Criminal Court, withholding tax revenues it collects on behalf of the authority for several months. Yet the military -- with the government's approval -- has been trying to maintain Palestinian economic stability and revive the local economy.

The years of relative quiet on the security front have given leaders on both sides more freedom to make decisions without the pressure of violence. But American-brokered peace talks collapsed last year, and instead of agreements, the two sides are engaged in a tense political and diplomatic confrontation.

And while the Palestinian Authority leadership is threatening to scale back its security coordination with Israel -- a system of cooperation that is unpopular with many Palestinians -- it has helped maintain the calm, and both sides appear to have an abiding interest in preventing a new outbreak of violence.

"The instructions we get from the government are to maintain security, civilian and economic stability as much as we can," said Maj. Gen. Nitzan Alon, Israel's top commander in the West Bank, in a rare interview at the end of his tour as chief of the military's Central Command.

The Palestinian president, Mahmoud Abbas, and his Palestinian Authority, which exercises limited self-rule in parts of the West Bank, have a similarly clear interest in maintaining stability, according to General Alon. He was speaking at military headquarters in Tel Aviv shortly before he was to take up his new post as chief of the military's operations branch, a senior position in the high command.

"We see it from the instructions their security forces receive and from their activity to prevent terrorism and to prevent encroachment by Islamic Jihad or Hamas," General Alon said, referring to Islamic militant groups that are the Palestinian Authority's rivals.

Israel announced late last month that it would release three months' worth of tax revenue that had accrued to the Palestinian Authority, amounting to about $400 million. Israel had come under international pressure to release the funds, and Israel's security establishment recommended it, fearing that the impoundment of the revenue was undermining stability in the area.

But Mr. Abbas said on Sunday that the Palestinian Authority was refusing the money because Israel had deducted funds to pay Palestinian utility debts. The Palestinian Authority, chronically short of cash, has been able to pay its tens of thousands of employees only partial salaries in recent months, and it remained unclear whether the monthly tax transfers would be resumed.

In the meantime, General Alon said, Israel has taken some security risks to allow the freer movement of Palestinians in an effort to offset the growing economic hardship, but in a way that bypasses the Palestinian Authority.

Israel has relaxed the rules in recent weeks for West Bank Palestinians who seek to enter Israel, allowing men over the age of 55 and women over 50 to cross the checkpoints just by presenting their identity cards. The minimum age for Palestinians applying for work permits in Israel has also been lowered to 22 from 24.

Analysts on both sides agree that Palestinian stability is a joint interest, and that Israel finds itself in a paradox.

"On the one hand, there is the developing political confrontation between Israel and the Palestinian Authority," said Michael Herzog, a former Israeli brigadier general who has participated in most of the Israeli-Palestinian peace negotiations. "On the other hand, Israel has no interest in the collapse of the Palestinian Authority."

"For that reason," he said, "the tax funds were released, even though the Palestinians did not retract from their approach to the International Criminal Court."

The Palestinians became members of the court on Wednesday, in their strategy of seeking statehood through international forums, rather than in negotiations, and paving the way for possible war-crimes claims against Israelis and Palestinians alike.

Zakaria al-Qaq, a Palestinian expert in national security at Al-Quds University in East Jerusalem, said that ordinary Palestinians, many of them heavily in debt, were now more concerned with making ends meet than with politics and diplomacy.

"It is no longer an issue of national aspirations; it is becoming a matter of survival," he said.

But Professor Qaq said he did not see a new intifada on the horizon after the last two uprisings, in the late 1980s and the early 2000s, failed to end the Israeli occupation and, in the Palestinians' eyes, left them worse off.

"If and when they go for a third intifada, they will want to know where it is going, what is the destination," he said.

General Alon said the Palestinians were also deterred by the chaos they saw elsewhere in the Middle East, including in Syria and Yemen.

Still, he said, the tensions left room for growing unrest. The Israeli military has been preparing for various possibilities, including an increase in armed attacks, mass riots and what General Alon called a "white intifada," meaning a continuation of the Palestinian political and legal campaign abroad coupled with steps meant to undermine Israel's control in the West Bank.

In some West Bank refugee camps, there are the beginnings of a return to the anarchy of the second intifada, he said, with armed men reappearing in the alleyways.

Israeli soldiers have killed two Palestinians this year during sporadic clashes in the West Bank. Another Palestinian was fatally shot after he threw a firebomb onto a main road, according to the military, and a fourth was killed while apparently fleeing Israeli police officers who were searching for car thieves.

The most tumultuous period in the West Bank in the past few years was set off by the kidnapping and killing of three Israeli teenagers by a squad affiliated with Hamas in the Hebron area in June. The event grew into a broader Israeli-Palestinian confrontation involving an Israeli crackdown on Hamas in the West Bank. Hamas, which dominates the Gaza Strip, intensified rocket fire against southern Israel, leading to a 50-day war between Israel and militant groups in Gaza.

General Alon said that maintaining security coordination was important for Israel, but that for the Palestinian Authority, in its struggle to suppress Hamas, "it is largely essential."

Moreover, he said, Mr. Abbas was well aware that new Palestinian attacks against Israelis would not help his international diplomatic and legal campaign.

"What is surprising -- or not," General Alon said, "is that at the same time there is a strategic confrontation, there are also mutual interests for stability on the ground."

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IRAQ/SYRIA

11. The lesser of two evils

Shia militias have been lethally effective in the fight against Isis. But Iraqi politicians worry that the groups are pushing their own brand of sectarianism, which could leave the country permanently divided

Financial Times (UK), Apr. 7, Pg. 7 | Borzou Daragahi

It was a trip he took often, a 90-minute drive from his mansion on the outskirts of Babel province to the capital. But something went wrong around the time he was stopped at one of many checkpoints in southern Baghdad. Exactly what transpired remains unclear, but the night ended with Qassem Jenabi, a prominent Sunni tribal leader, his son Mohamed and their five bodyguards dead, their bullet-riddled bodies dumped next to their car. Nearly $7,000 in cash was untouched, and Mr Jenabi's nephew, a member of Iraq's parliament, was let go, as if the killers did not want the international attention that would come with murdering an elected official.

"The militias did this," said Salman Jumaili, Iraq's minister of planning, who was among the thousands attending Jenabi's February 16 funeral service, held amid tight security for fear Isis militants would dispatch a suicide bomber. "The Iraqi armed forces and volunteers are fighting Isis. The militias, the extremists, are fighting people like Sheikh Qassem."

With a combination of US-led air strikes, revamped uniformed security forces, Iranian-backed Shia militias and others joining the fight, Isis is slowly being pushed out of Iraq, most recently in Tikrit. But the dirty war against Isis is transforming this oil-rich country into something akin to a mirror image of Isis's sectarian vision, in ways that could have an impact for decades.

Just as Isis attempts to cleanse Shia and Kurds from Sunni areas, the government-backed response is also further upending the sectarian topography of the country — an effort that Mr Jenabi was attempting to counter when he was murdered. The fight against Isis is elevating Iranian-backed Shia militias to positions of serious power in the country, each wooden coffin returning from the battlefront further strengthening the militia's political strength. "There is no doubt that Isis will be defeated," said a western diplomat in the capital. "The big question is, what next? It's a matter of what Iraq ends up looking like at the end of this process. The Shia militias are the next big challenge."

There are signs of competition between the militia groups for control of key installations, including military bases and roadways — though there is no evidence the militias are seeking to usurp the state's authority over key oil installations.

"If we use the militias to liberate the occupied cities, once it is finished, what do we do?" asks Faeq al-Sheikh Ali, one of a small number of liberal lawmakers in Iraq's parliament. "Dismiss them? Cut their salaries? Take away their guns? The answer is there's nothing we can do. Because they will be a second power to the state."

Shia occupation

"Daesh", says the red spray paint scrawled on the walls of house after house along the road in northern Diyala province, about 100 miles northeast of the capital, using the Arabic acronym for Isis. After the months-long struggle to dislodge Isis from the province, militiamen accompanied by a local official drove along the route, identifying the houses of collaborators. "These people won't be able to return to their homes," says a soldier.

Back at the nearby base, General Ali Hossein Wazir al-Shammari describes how Shia militiamen worked hand-in-hand with his soldiers to dislodge Isis from the region. They now work together to prevent Isis from returning and to monitor the activities of locals he accused of collaborating with jihadis. "At the beginning, the people of the villages prepared bread for them," he says. "They hung our soldiers by their feet. They beheaded civilians suspected of working with the soldiers."

Some Iraqi politicians and western commentators equate the actions of Shia militias and Isis, but this underplays Isis's brutality. Shia atrocities documented by human rights groups and journalists are nowhere near on the scale of Isis, which executed hundreds of captured Iraqi soldiers in a single day in Tikrit last year and bragged about it.

Isis foreign fighters film themselves beheading other foreigners and burning people alive, while Iranian commander General Qassem Soleimani — who advises and, some say, oversees military operations against Isis — posts photos of himself kissing Iraqi babies on social media. "In reality, you can compromise and have a dialogue with the militias," said Sheikh Hekmat Suleiman, a Sunni politician and adviser to the government on Anbar province affairs. "There is no dialogue with [Isis]."

But Iraq's sectarian hostilities run deep. Saddam Hussein and his Sunni predecessors sought to dilute the power of Iraq's Shia majority by encouraging Sunni to settle in a belt around Baghdad. Today, the Shia armed groups overseeing Sunni areas create an atmosphere of vindictive occupation.

Mr Jenabi, the murdered tribal leader, lived in an area south of Baghdad that had been targeted by what appeared to be a sectarian cleansing campaign that included mass arrests, home demolitions and the closing of irrigation canals. "The militias cut off the water," Mr Jenabi told the Financial Times in September. "The militias took all of our weapons, and even the army does not dare challenge them."

Spurts of violence aside, it is the gross imbalances of sectarian power within Iraq's security system — and their amplification after Isis's arrival last year — that will have the deepest and most lasting impact on Iraq.

"When they put their hands in their pockets, I'm afraid they're going to pull out a grenade," says Hamid el-Yasseri, the leader of a Shia fighting group, just moments after leaving a conversation with a group of older Sunni men. "All their sons are with the terrorists."

The same comments could have been made by a US army officer during the American occupation that began 12 years ago.

A popular surge

Shia militiamen, many with training or funding from Iran, emerged as an important force in Iraq after the 2003 US invasion. But after peaking in the late 2000s, their influence began to wane, especially after Prime Minister Nouri al-Maliki declared a war to crush them in southern Iraq.

The rise of Isis and the subsequent edict by Ayatollah Ali Sistani, Iran's highest-ranking Shia cleric, calling on all young men to volunteer to fight the group allowed them to re-enter Iraq's security institutions.

Estimates of the total numbers of men fighting as part of the so-called popular mobilisation units vary from 50,000 to 100,000, as does the balance between numbers of militiamen and bona fide volunteers.

An official of the powerful Iranian-backed Badr Organisation militia, led by former transport minister Hadi Ameri, estimates that the number of recruits in Diyala province doubled to 12,000 in the 10 months after Isis's June 10 takeover of Mosul. "The Shia volunteers who are organised based on Sistani's call have played an important role at least to stop Isis," said a high-ranking Iraqi official. "These are the genuine ones. There are other groups who are more organised militias who are also trying to make use of this. This is the problem."

The militias have grown so powerful that they have begun to eclipse not only the armed forces and the army of genuine volunteers, but also the government itself. Despite entreaties by both the Iraqi government of Prime Minister Haider al-Abadi and Ayatollah Sistani, who has issued multiple statements spelling out in detail how Iraqi soldiers and militiamen are to conduct themselves on the battlefield, allegations of abuses continue, ranging from unverified video footage showing Iraqi soldiers murdering civilians to well-documented reports by international human rights organisations.

"The people killing us are the militias," Mr Jenabi said in the interview months before his death. "They say they are the government. But they won't show themselves or announce themselves. I assure you if we go to where they are, they will kill us."

Mr Yasseri, whose volunteer unit is manning the front against Isis in Sunni Anbar province, says he realised the power of the militias after criticising the role of Iran and the armed groups it supported during a meeting with Mr Abadi.

"'Be careful — they will kill you,'" he claims the prime minister quietly warned him afterward.

The art of killing

Every fighter at the Badr Organisation training camp is eager to pose for pictures, save the trainer speaking Lebanese-accented Arabic. "Point the camera away," he demands.

Isis and the Shia militias are in no ways mirror images of each other, but a curious symmetry is developing between the two camps. Just as Isis recruits foreign fighters from across the Middle East to bolster its ranks, so too have the militias brought aboard Iranians and possible Lebanese Hizbollah militiamen, though "as advisers not as fighters," concedes Mr Ameri, the commander of the Badr, in an interview.

Faced with the ingenious brutality of Isis booby traps — improvised explosives set inside refrigerators stocked with food or attached to coveted weapons gripped by dead fighters — Mr Yasseri's men near Falloujah have begun building their own deadly bombs.

In one scheme, they rig an oxygen tank to an explosive device and lure the Isis fighters towards it. "There were six or seven of them," says Mr Yasseri, with relish. "When they were close we set it off."

Just as Isis has been accused of massacres to terrorise civilian populations into submission or displacement, so too have the Shia militias been implicated in murders with sectarian overtones. Human Rights Watch alleged militiamen attached to several organisations embarked on sectarian cleansing sprees.

But while the jihadi group proudly publicises its massacres, Shia militias commit their atrocities under cover of darkness. Mr Ameri vowed to refer any wrongdoers within his ranks to the judiciary. "I have taken the decision to arrest anyone who kidnaps and commits assassinations," he says.

Mr Jenabi's killers have yet to be brought to justice. According to relatives and official accounts, his abductors somehow managed to snatch him in a heavily trafficked highway and make it past perhaps a dozen checkpoints, controlled by armed forces or militias, between southern and eastern Baghdad. "It was a political message to all the Sunni politicians that we militias are here so watch what you say," a relative of Mr Jenabi says.

Mr Jenabi, who spent three years in Basra's notorious US-run Abu Ghraib and Camp Bucca prisons as a suspected insurgent supporter, described himself as a businessman, agriculturalist and land developer. In the interview before his death, he railed against a government he described as "a multitude of gangs and mafias" unable to protect his people from either Isis militants or Shia militias.

"They want us to leave this area," he said. "But we will never leave here, even if they cut us into pieces."

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12. Kurdish official hits administration over delayed weapons

TheHill.com, Apr. 6 | Kristina Wong

Kurdish peshmerga forces fighting the Islamic State in Iraq and Syria (ISIS) are only receiving a fraction of promised U.S. military support, a top Kurdish official warned on Monday.

"President Obama's Iraq train-and-equip fund, which comes to $1.6 billion, gave us great hope that American weapons would be delivered in early 2015," said Bayan Sami Abdul Rahman, the Kurdistan Regional Government's representative to the U.S., said at a Bipartisan Policy Center event.

"But since the passage of the law approving the train-and-equip fund, the vast majority of those weapons have not been delivered."

Rahman said the peshmerga has contributed the "lion's share of the fight against ISIS" in Iraq and blamed the lack of support on the Obama administration's decision to send weapons to Baghdad instead of directly to the Kurds. Rahman said "political friction" was leading to a slow and unfair distribution of weapons to Kurdish units.

For example, only 25 of the 250 mine-resistant ambush-protected vehicles (MRAPs) delivered to Baghdad in January have gone to the peshmerga, she said. Deliveries of M-4 rifles, M3 anti-tank weapons, body armor and trucks have also fallen short.

"Some of our weapons date back to the Second World War," she said.

Rahman said she appreciated efforts by House Foreign Affairs Committee Chairman Ed Royce (R-Calif.) and ranking member Eliot Engel (D-N.Y.) to address the problem. The two reintroduced legislation to send arms directly to the Kurds two weeks ago. The bill is co-sponsored by 31 other lawmakers, including eight Democrats.

So far, the Obama administration prefers to funnel weapons through Baghdad to avoid undermining the Shia-dominated central government.

"Erbil is part of Iraq. It does not undermine Iraq to deliver weapons to where they are needed most urgently," Rahman responded.

The Pentagon defended the support provided to Iraq.

The U.S. has provided Iraq with 232 Hellfire missiles in 2015 and 1,572 in 2014, 250 MRAPs, thousands of Kevlar helmets and body armor, 10,000 M-16 rifles, 10,000 sights, and 100,000 magazines. So far, the U.S.-led coalition has provided more than 4 million pounds of equipment to the peshmerga, a Pentagon spokeswoman said on Monday.

"We have been committed to supporting the Kurds," the spokeswoman said.

"Our policy remains that all arms transfers must be coordinated via the sovereign central government of Iraq. This is a legal requirement under current U.S. law."

Rahman said the U.S. led the way in coordinating aid to the peshmerga "in the early days" of the fight against ISIS. But since August, there have been "numerous delays" in the U.S.-led coalition's efforts to train and equip Kurdish forces.

She said they have received small and medium arms, ammunition, and some anti-tank weapons, but are still facing shortfalls in more advanced weaponry.

"We are now in our ninth month of fighting ISIS. We continue to have shortfalls of counter-[improvised explosive device] equipment, armored vehicles, anti-armor weapons, and don't forget ISIS captured the latest American weaponry that had been delivered to the Iraqi Army," Rahman said.

Rahman also said that only three peshmerga brigades, of 12 Iraqi brigades total, are slated to receive coalition training.

"We believe that three brigades is simply not enough. We have over 150,000 peshmerga. We need training for all of them," she said. "We have not only demonstrated our political will to fight, but we will continue to do so, but we need the United States and the coalition partners to step up the effort, to deliver weapons, and the kinds of weapons we need."

"Time is not a luxury that we can afford. Having deliveries delayed in Baghdad only defeats the objective of fighting ISIS quickly," she added.

Rahman said more than 1,000 Kurds have been killed and more than 5,000 wounded.

Retired Air Force Gen. Charles Wald, a former European Command deputy commander who spoke at the event, urged more help, calling it "immoral" to only give the Kurds 25 armored vehicles for their fight.

"There are problems running everything through Baghdad," added Kenneth Pollack, former National Security Council director for Persian Gulf affairs.

"They are a mess. They are having trouble running its own war," he continued. "We can't be allowing Baghdad's problems to hamstrung what we're doing with the [Kurdish Regional Government]," he said.

Rahman said a recent meeting between Iraqi Prime Minister Haider al-Abadi and Kurdish President Masoud Barzani "went very well," but that al-Abadi's steps were "not good enough."

She said a deal in December to share Kurdish oil exports with the central government in exchange for Kurdistan's fair share of government revenue helped relations but that Baghdad still owed the Kurdish government billions of dollars.

John Hannah, former assistant for national security to Vice President Cheney, said there were larger stakes in helping the pro-Western Kurds than just the war against Iraq.

"We ought to be pulling out a lot of the stops," he said.

"I believe the United States should look at Kurdistan as a partner, not just today ... but in the future," Rahman added. "We are part of the solution in the Middle East."

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AFRICA

13. French Commandos Free Dutchman Held by Al Qaeda's North African Branch

New York Times, Apr. 7, Pg. A8 | Maïa de la Baume and Rukmini Callimachi

PARIS -- A Dutch citizen held captive in the Sahara for more than three years by the North African branch of Al Qaeda was freed on Monday by French special forces, who mounted a rescue operation without knowing whom they were trying to save.

French commandos raided a terrorist camp in northern Mali at 5 a.m., killed the fighters there after an exchange of gunfire and found Sjaak Rijke, the Dutch hostage, said Col. Gilles Jaron, a spokesman for the French Army's chief of staff.

"This was an operation that was carried out with the knowledge that a high-value person was there, though we had not completely determined his identity," Colonel Jaron said. "We knew it was someone very important, and we knew we were mounting a rescue operation."

Mr. Rijke, a former railroad conductor, was abducted from the hotel where he was staying in Timbuktu, the Malian desert city, on Nov. 25, 2011. He was freed on Monday from a camp near Tessalit, one of the northernmost towns

in Mali, in an area that has served at least since 2006 as a base for Al Qaeda in the Islamic Maghreb, the African branch.

The commandos took Mr. Rijke to a French military base in Tessalit, where he was declared to be "safe and sound," according to a statement from the French Defense Ministry. France has 3,000 military personnel in Mali and Chad as part of the so-called Barkhane military operation aimed at containing advances by Qaeda-linked Islamic extremists in northwestern Africa.

Mr. Rijke had been visiting Timbuktu on an adventure tour of northern Mali along with a small group of other Europeans, including citizens of Germany, Britain and Sweden, when he was seized in 2011. They had arrived by motorcycle and four-wheel-drive vehicle and were staying at a small budget hotel on the edge of the city, according to Mahane Toure, a hotel owner in the town. He said the group was drinking soft drinks inside the hotel when gunmen burst in.

The extremists herded Mr. Rijke; Johan Gustafsson, a Swede; and a third man into a truck at gunpoint. Jihadists in Mali have identified the third hostage, who has British and South African citizenship, as Stephen Malcolm. Family members gave his name as Stephen Malcolm McGown in an interview they gave to a South African media outlet.

A German tourist who refused to get in the truck was killed on the spot. When the police arrived some 40 minutes later, all they found was the German's body and a stain of blood in the sand.

One member of the touring group escaped harm, a European woman who has been identified in news reports as Mr. Rijke's wife. She was inside a tent she had set up on the hotel grounds when the assailants burst into the hotel. She managed to go unnoticed.

Mr. Malcolm and Mr. Gustafsson were not found during the raid on Monday. They are presumed to still be hostages.

The abduction put an end to tourism in Timbuktu, said Mr. Toure, who owns the Hotel Colombe, the largest hotel in the city. "It was as if the sky had turned itself inside out," he said. "No one came to Timbuktu after that."

Mr. Rijke was known to be in the hands of the Furqan Battalion of Al Qaeda in the Islamic Maghreb. The group issued a "proof of life" video last November showing Mr. Rijke bearded and emaciated, according to Jean-Paul Rouiller, director of the Geneva Center for the Training and Analysis of Terrorism.

Intelligence officials in Bamako, the capital of Mali, as well as in Europe said that the ambassadors of the Netherlands, Britain, South Africa and Sweden had been meeting biweekly seeking a way to free the hostages. But the talks were stalled because none of the governments were willing to pay the millions of dollars the group was demanding for their release.

Ransom payments have become a main source of financing for Al Qaeda and its direct affiliates, which have obtained at least $125 million through kidnappings since 2008, most of it paid by European governments or their proxies, according to an investigation by The New York Times.

"He is one lucky man," one European intelligence official said of Mr. Rijke. The official asked not to be named in order to discuss classified information. "There was a Ping-Pong going on between the different services" of the four nations over the issue of ransom, the official said. "He was found by a sheer piece of luck."

The Dutch foreign minister, Bert Koenders, expressed relief at the news of Mr. Rijke's liberation, saying he was "happy and relieved that this terrible period of uncertainty and sadness has been brought to an end."

--Maïa de la Baume reported from Paris, and Rukmini Callimachi from New York

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14. Body of a Rebel Leader Is Identified in Uganda
New York Times, Apr. 7, Pg. A8 | Rick Gladstone

The bullet-scarred remains of the No. 2 commander in the Lord's Resistance Army, the guerrilla group that once terrorized central Africa, have been positively identified after having been exhumed three months ago in a Uganda-led military expedition, a person involved in the recovery operation said Monday.

The person, who spoke on condition of anonymity ahead of an official announcement from Uganda, said forensics experts were still completing DNA confirmation on the remains of the commander, Okot Odhiambo, one of five Lord's Resistance Army soldiers, including its leader, Joseph Kony, wanted for the past decade by the International Criminal Court on charges of war crimes and crimes against humanity. The person said there was no doubt, based on other evidence, that the remains were those of Mr. Odhiambo.

Rumors of his death have circulated for years and last came up in October 2013, when he was thought to have been critically wounded in an ambush by Ugandan soldiers patrolling the Central African Republic. With the substantiation of Mr. Odhiambo's death -- plus the already confirmed deaths of two other L.R.A. defendants and the surrender of a fourth in January -- only Mr. Kony, a warlord and self-described prophet, remains at large.

Ugandan military officials were not available to comment on Mr. Odhiambo's death. A spokesman for the International Criminal Court, based in The Hague, did not immediately return telephone and email messages.

Tipped off about Mr. Odhiambo's possible remains, a team from the Uganda People's Defense Forces went to a grave site in January in the Central African Republic's southeast, near the border with the Democratic Republic of Congo, a longtime domain of the L.R.A.

The Ugandan military team was assisted by advisers from the American military and the Bridgeway Foundation, a Houston-based charity that has contributed to the hunt for Mr. Kony and his disciples. They found a decomposing body with a bullet wound to the stomach, people involved in the recovery operation said.

The body was transported to Kampala, Uganda's capital, where it has remained pending the official release of the DNA confirmation.

Mr. Odhiambo, a Ugandan thought to have been born in 1970, was known for his absolute fealty to Mr. Kony. For that loyalty Mr. Odhiambo was rewarded with senior positions, including the rank of lieutenant general, according to a biography by the L.R.A. Crisis Tracker, a website created by human rights organizations that have sought to publicize the group's history of atrocities.

A warrant for his arrest was issued by the International Criminal Court in July 2005 on two counts of crimes against humanity and eight counts of war crimes including murder, pillaging and the forced conscription of children.

News of his death came three months after Dominic Ongwen, a senior L.R.A. commander and co-defendant under indictment by the court, surrendered to a joint military task force of the United States and the African Union. Mr. Ongwen, believed to be about 35, got his start as a child soldier abducted when he was 10.

Mr. Ongwen was transferred to International Criminal Court custody, and the first hearing in his case has been scheduled for next January.

The Lord's Resistance Army originated as a Ugandan rebel force nearly three decades ago. It evolved into an organization of marauding fighters who pillaged parts of Uganda, southern Sudan, the Democratic Republic of Congo and Central African Republic.

Disciples swore obedience to Mr. Kony, who ordered village massacres and mutilations, kidnapped children for soldiering and kept a harem of prepubescent brides.

The United Nations has estimated that from 1987 to 2012, the L.R.A. killed more than 100,000 people, abducted up to 100,000 children and displaced more than 2.5 million civilians.

In 2011 the United States military began collaborating with the African Union to hunt down Mr. Kony, whose whereabouts remains unknown. Some rights activists believe he and followers have taken refuge in Sudan, lying low but still dangerous.

"Given Joseph Kony's incredible capacity to survive, one always has to remain concerned for the civilians in proximity to the L.R.A.," said Maria Burnett, senior researcher in the Africa Division of Human Rights Watch.

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EUROPE

15. Waving Cash, Kremlin Sows E.U. Divisions

New York Times, Apr. 7, Pg. A1 | Andrew Higgins

NICOSIA, Cyprus -- When Cyprus seized hundreds of millions of dollars from bank depositors, many of them Russians, as part of an internationally brokered deal two years ago to rescue its collapsing financial system, the Russian leader, Vladimir V. Putin, denounced the move as "dangerous" and "unfair," warning of a sharp chill in relations.

But Mr. Putin was all smiles recently when he received Cyprus's president, Nicos Anastasiades, in Moscow. He hailed relations with the Mediterranean nation as "always being truly friendly and mutually beneficial" and agreed to extend -- on greatly improved terms for Cyprus -- a $2.5 billion Russian loan.

The shift from fury to declarations of eternal friendship displayed Mr. Putin's well-known flair for tactical back flips. But it also showed his unbending determination to break out of sanctions imposed on Russia by the United

States and the European Union for Moscow's annexation of Crimea and support for armed rebels in eastern Ukraine.

Mr. Putin has methodically targeted, through charm, cash, and the fanning of historical and ideological embers, the European Union's weakest links in a campaign to assert influence in some of Europe's most troubled corners. One clear goal is to break fragile Western unity over the conflict in Ukraine.

On Wednesday, Greece's new left-wing prime minister, Alexis Tsipras, will be the next to visit Moscow. Ahead of the trip, Mr. Tsipras declared himself opposed to sanctions on Russia, describing them as a "dead-end policy."

On Sunday, Mr. Putin's efforts to peel away supporters from the European Union opened a new rift, after the United States ambassador in Prague criticized a decision by the president of the Czech Republic, Milos Zeman, to attend a military parade in Moscow on May 9. And in February, Mr. Putin visited Hungary, the European Union's autocratic backslider, peddling economic deals.

Russia has so far been unable to turn such hand-holding into something more concrete against sanctions that require the approval of all 28 European Union members. But pressure for a rupture is building.

Speaking in an interview last week here in Nicosia, the capital of Cyprus, Mr. Anastasiades said Cyprus had grave doubts about Europe's policy toward Russia and was part of a "group of member states who have the same reservations."

He ruled out breaking ranks with what for the moment remains a consensus in favor of keeping up economic pressure on Russia. But he said he expected a unanimous vote in favor of lifting sanctions when they come up for review this summer.

He said he was convinced that Mr. Putin "realizes the consequences of further military involvement" in Ukraine and "means business" in putting in place a cease-fire agreement reached in February.

The cracks opening up in Europe's policy toward Russia have presented a difficult problem for Donald Tusk, the former prime minister of Poland who is now president of the European Council, a body in Brussels that represents the European Union's 28 leaders.

"To keep Europe united is today the biggest challenge," Mr. Tusk said last month, referring to "the very fragile and difficult consensus" reached by European countries after Moscow seized Crimea in March last year.

Moscow's skill at prying open fissures in European unity has been on display in Cyprus, a tiny nation that, because of its tight historical, religious and economic ties with Russia, has taken on an oversize role as a pivotal player in the geopolitical struggle set off by the conflict in Ukraine.

Tugged in different directions by outside powers, Cyprus hosts British military bases and vast eavesdropping facilities, allows the United States Navy to use its ports and has been a member of the European Union since 2004.

Yet it still looks to Russia as a vitally important diplomatic protector, particularly in relation to Turkey's military occupation of the north of the country, and as a crucial source of business for its financial services industry, still a pillar of the economy despite the 2013 meltdown.

An agreement sealed during Mr. Anastasiades's visit to Moscow allows Russian warships to dock in Limassol, which is Cyprus's commercial hub and heavily dependent on wealthy Russians who want to set up shell companies to shuffle their assets overseas.

Mr. Anastasiades insisted that military accords signed in Moscow merely extended a 1996 agreement and were "nothing new." The terms of the agreements, however, are all secret, so it is impossible to know what Russia managed to gain.

Mr. Anatasiades, who traveled to Moscow after recovering from heart surgery in New York, denied tilting away from the West toward Russia. As the leader of a small country, divided since a Turkish invasion in 1974 and situated on a fault line between East and West, Mr. Anastasiades said he sought good relations with all sides and "even with the devil." He added, "I do not have the luxury to choose my friends."

He said Russia might also get a role in the search for and development of gas reserves off the coast of Cyprus, a venture until now monopolized by Western companies.

Russia's ambassador to Cyprus, Stanislav Osadchi, told a Russian-language newspaper, one of several in Limassol serving the town's large Russian-speaking population, that Mr. Anastasiades's meeting with Mr. Putin "demonstrated that, despite attempts to isolate Russia and revive the Cold War, there are countries that do not want this."

The Russian Embassy in Nicosia reacted with fury last year when Makarios Drousiotis, a part-time historian and presidential adviser, published a diplomatic history that detailed Russian duplicity in its relations with Cyprus. The embassy denounced the book as "politically unacceptable" and criticized Mr. Drousiotis, who lost his job as an adviser to Mr. Anatasiades.

The United States, in contrast, has struggled to get a hearing. When Russia won gushing praise on social media for restructuring its loan to Cyprus, the United States ambassador, John M. Koenig, tried to dampen the enthusiasm with messages posted on Twitter that were widely interpreted as implying a link between Mr. Anastasiades's visit to Moscow and the killing a few days later of the Russian opposition politician Boris Nemtsov.

The Twitter posts set off an uproar, prompting the United States ambassador to issue a contrite statement that his comments had been "misunderstood."

"For lots of people on this island, Russia is seen as a savior," said Harry Tzimitras, director of PRIO Cyprus Center, a Norwegian-funded research group in Nicosia. This, he added, provides fertile ground for efforts by Moscow to "infiltrate the European Union" and "show that it can disrupt certain policies" promoted by Washington and Brussels.

Vasilis Zertalis, the head of Prospectacy, a financial service company, described Cyprus as a "small piece on a big chessboard." Europe, he said, tried to advance its own position during the 2013 banking crisis by seeking to end Cyprus's role as a haven for Russian money.

"They wanted to scare the Russians away," he said. "But the money that left was from Britain, from other European countries and from America."

Ordinary Cypriots and politicians, he said, "all gave up on the European Union" because of the harsh bailout terms in 2013 and "know that the United States will never take a stand against Turkey."

"So," he said, "the only allies Cyprus really has are Russia and maybe China."

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16. Ukrainian Leader Is Open to a Vote on Regional Power
New York Times, Apr. 7, Pg. A5 | David M. Herszenhorn

MOSCOW -- President Petro O. Poroshenko of Ukraine on Monday denounced calls for "federalization" of the country, which Russia has endorsed as a way of granting political autonomy to the areas of eastern Ukraine controlled by pro-Russian separatists.

Establishing greater local autonomy and governmental authority is widely viewed as crucial to settling the nearly yearlong war in the eastern regions of Donetsk and Luhansk, and it was a central plank in a cease-fire accord signed in February. But there are fierce disagreements over how to shape those powers, and how far they would extend.

Speaking at the first meeting of a commission charged with developing amendments to the Ukrainian Constitution, Mr. Poroshenko described federalization as tantamount to breaking apart the country, and said he was so certain Ukrainians would reject the idea that he was willing to put it to a national referendum.

"Why do I dwell in great detail on the idea of federalization?" Mr. Poroshenko said. "Because it is like an infection, a biological weapon, which is being imposed on Ukraine from abroad. Its bacteria are trying to infect Ukraine and destroy our unity."

Leaders of the self-declared people's republics in Donetsk and Luhansk have complained bitterly in recent weeks that Mr. Poroshenko and other officials in Kiev, including members of Parliament, were refusing to take the necessary steps to carry out the political provisions in the cease-fire agreement, which was signed in Minsk, Belarus.

In his speech to the new 72-member constitutional reform commission, Mr. Poroshenko said Ukraine would press ahead with its own plan for "decentralization" of governmental authority, modeled after an effort in Poland.

Referring obliquely to Russia and the Russian-backed separatists, he said: "They started an aggression, they went to war, trying to impose federalization with iron and blood. I will not allow this to happen. Ukrainian people will not allow it to happen."

He added: "For those who wish to put forward the thesis of federalization and cast it as a debate, we have the ultimate tool -- a referendum. And as to me, I'm ready to hold a referendum on the state structure of Ukraine, if you find it necessary."

In his speech, Mr. Poroshenko spoke of the historical importance of Pylyp Orlyk, a Cossack nobleman and Ukrainian hetman, or leader, in exile who in 1710 wrote the Bendery Constitution. Many scholars believe it was the first to codify the separation of powers among the executive, the legislature and the judiciary as a democratic standard.

Mr. Poroshenko urged the head of the constitutional commission, Volodymyr Groysman, who is the speaker of Ukraine's Parliament, to seek input from the Opposition Bloc, the one minority faction in the legislature. It includes former allies of President Viktor F. Yanukovych, who was ousted last year after huge street protests.

"I would like very much, and believe it is possible, for the commission to become a unifying platform of all political forces, society, domestic and international experts in working out such important constitutional initiatives required by our society," Mr. Poroshenko said.

In eastern Ukraine, however, it was clear that Mr. Poroshenko was falling short of that goal. Separatist leaders noted that they had not been invited to join the commission on constitutional changes, and they took issue with Mr. Poroshenko's remarks, including his insistence that Ukraine would remain a "unitary state" and his declaration that Ukrainian would remain the country's only official language.

"These things are absolutely unacceptable," Andrei Purgin, head of the Donetsk People's Republic, told the Interfax news agency. "Everything they now say and do contradicts the Minsk agreements that took so much work to achieve."

As for the commission and the constitutional amendment process, Mr. Purgin told Interfax: "We did not receive any invitations. We don't have any representatives there."

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17. NATO Tests Green Energy to Reduce Fuel Supply Line Vulnerability
Bloomberg, Apr. 6 | Stefan Nicola

BERLIN -- Green energy is going to war.

Starting in June, defense companies including Thales SA and Multicon Solar AG will join NATO to test the military's ability to use renewable power in combat and humanitarian operations.

About 1,000 North Atlantic Treaty Organization soldiers will spend 12 days deploying wind turbines, solar panels and self-contained power grids in Hungary, according to Susanne Michaelis, the group's action officer for smart energy.

The soldiers will test small solar power plants that open within 10 minutes like flowers to the sun, highly insulated tents and solar-powered battery chargers -- technologies that displace conventional fuels which must be delivered along vulnerable supply lines. The testing follows the wounding or killing of 3,000 U.S. soldiers in attacks on fuel and water convoys in Iraq and Afghanistan, according to NATO.

"A lot of people are crippled or die transporting fuel and water," Michaelis, who is helping prepare NATO's Smart Energy camp in Hungary, said by telephone. "If you attack a fuel truck, it explodes and burns all fuel. There's no stopping it. If you shoot at solar cells, one may break, but it doesn't explode and all the other cells will still be working."

NATO soldiers will conduct war-game scenarios that simulate power cuts, flooded roads and diesel and water contamination using three airdrops of "smart energy" equipment at the camp in June, according to a NATO presentation provided to Bloomberg.

Thales's U.S. unit, Thales Defense & Security, plans to showcase its lightweight battery chargers that can run on solar power and recycle electricity from wasted single-use batteries, Merdod Badie, a director at Thales, said in a telephone interview from Clarksburg, Maryland.

Military Customers

The number of companies looking at the market has grown from a "handful" three years ago, according to Michaelis. Large military customers offer power producers a market that is more resilient to the ups and downs of the global economy than private industry.

Smartflower Energy Technology GmbH will deliver its instant solar-power plants, carbon-fiber units with petal-shaped panels that can be operated by a single person and open to the morning sun. NATO command has so far been active in sunny countries, Michaelis said.

The market is "screaming" for all-in-one solutions, Smartflower's co-founder Alexander Swatek said in an interview.

"Armed forces in many countries are viewing renewables as an important option from the point of view of security of supply and diversity of energy sources," said Angus McCrone, an analyst at Bloomberg New Energy Finance. Armies represent "large customers not directly exposed to the macroeconomic cycle" who are willing to try out new technologies, he said.

Energy Efficiency

The U.S. Army has said it plans to install 1 gigawatt of renewable capacity at bases by 2025.

Commanders also want to learn from civilian efforts to raise energy efficiency and squeeze the most from conventional fuels to cut the number of supply convoys that are among their most dangerous missions. For every gallon of fuel NATO uses in countries like Afghanistan, it needs another five gallons to transport the fuel there, Sorin Ducaru, Nato's assistant secretary general for emerging security challenges, wrote in the European Security and Defence Union magazine last month.

"For renewables the return on investment is still a long time," Michaelis said. "We get much more fuel reduction by installing microgrids, insulated tents and changing behavior."

Green Diesel

Along with deploying solar, wind and biomass for power generation at permanent bases, the U.S. Department of Defense is using smaller-scale renewables like solar-powered battery chargers to cut weight and enhance the mobility of its troops, according to Mark Wright, a spokesman for the department in Washington.

It's not only U.S.-led forces that are taking advantage of renewables. Eni SpA last year fueled a 1,500-metric-ton Italian Navy patrol boat with 30 tons of diesel fuel from biomass. Multicon Solar, based in Duisburg, Germany, offers a container-based power plant that can be unloaded and producing electricity in 30 minutes. The ability of regular soldiers to deploy the new technology is key.

"You don't need an expert technician on the ground," Multicon Executive Manager Sven Leinardi said. "Anyone can start it up."

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ASIA/PACIFIC

18. US, Philippines set to hold expanded war games

Agence France-Presse, Apr. 6 | Not Attributed

The United States and the Philippines will double the size of their annual war games this month, with some exercises to be staged close to a South China Sea flashpoint, the Filipino military said Monday.

The 10-day exercises between the long-time allies will be held as fears grow in the Philippines that China is seeking to take control of the strategically vital and resource-rich sea.

Nearly 12,000 soldiers will be involved in this year's edition in several locations in the Philippines, including a naval station directly facing the disputed waters, military spokesman Lieutenant Colonel Harold Cabunoc said.

That number, which includes 6,600 American troops, compares with a total of 5,500 soldiers who participated in last year's Balikatan (shoulder-to-shoulder) exercises, Cabunoc said.

He emphasised the expanded war games highlighted the deepening military alliance between the Philippines and its former colonial ruler.

"The higher strength of Balikatan 2015 for this year only reflects the Philippines' and the United States' growing commitment to enhance our capability to conduct joint military and non-military activities," Cabunoc told AFP.

He said the decision to expand the numbers involved in the games was not directed at China, which claims nearly all of the South China Sea, even waters and reefs close to Southeast Asian nations and far from its nearest major landmass.

However, part of the exercises will be held from Zambales naval base, which is located 220 kilometres (137 miles) east of Scarborough Shoal in the South China Sea.

The shoal is a rich fishing ground within the Philippines' exclusive economic zone but has been controlled by China since 2012.

The Balikatan exercises, which start on April 20, will also be held on the central island of Panay, Palawan in the southwest and a former American airbase north of Manila.

Cabunoc said the exercises involved maritime security and disaster response drills, as well as civic projects.

Spokespeople for the US and Chinese embassies in Manila were unavailable for comment on Monday.

The Philippines has repeatedly protested at China's increasingly assertive actions in the South China Sea and has sought closer military ties with the United States in an effort to counter it.

The US and Philippines signed an agreement last year that will allow a larger American military presence in the Philippines.

However it has not yet been implemented, as the Supreme Court is hearing challenges to it from anti-US groups.

Aside from the Philippines, Vietnam, Malaysia, Brunei and Taiwan also have competing claims to parts of the South China Sea.

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AFGHANISTAN/PAKISTAN

19. State Department Approves Pakistan Arms Request

Congress needs to approve any sale

Wall Street Journal Online, Apr. 6 | Doug Cameron

The State Department has approved Pakistan's request to buy almost $1 billion in U.S.-made attack helicopters, missiles and other equipment aimed at fighting insurgents in the country's mountainous north and west regions.

U.S. defense companies are engaged in a three-way tussle with Russia and China to sell weapons to Pakistan, complicated by the need to avoid upsetting neighbor India and its even larger arms' import market.

The Pentagon said Monday that Pakistan had requested 15 AH-1Z Viper helicopters made by the Bell arm of Textron Inc., as well as 1,000 Hellfire missiles produced by Lockheed Martin Corp. and a host of other communications and training equipment with a total value of $952 million, according to a notification to Congress, which needs to approve any sale.

Any deal would be structured as a foreign military sale between the two governments.

"This proposed sale of helicopters and weapon systems will provide Pakistan with military capabilities in support of its counterterrorism and counterinsurgency operations in South Asia," said the Defense Security Cooperation Agency, which oversees U.S. military exports.

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CONGRESS

20. G.O.P. Senator Is Major Player in Iran Accord

Behind Bill to Require Congress's Review

New York Times, Apr. 7, Pg. A1 | Ashley Parker and Peter Baker

WASHINGTON -- While negotiators toiled late into the night in Switzerland, scratching together a nuclear agreement with Iran, Senator Bob Corker was conducting his own tense talks back home.

The new chairman of the Foreign Relations Committee, Mr. Corker, a Tennessee Republican, was trying to marshal a bipartisan coalition for his bill to force President Obama to send any agreement with Iran to Congress for approval -- a bill that could get enough votes to overcome a veto by Mr. Obama.

"I know that the diplomats in Switzerland, knowing that Congress was likely to weigh in on this deal, that was a positive thing," Mr. Corker said in a telephone interview on Monday. "Voting for this legislation will have a positive effect on the negotiations, not a negative effect."

There are few people on Capitol Hill more important to the White House right now than Mr. Corker, the silver-haired senator with the Southern drawl who sees himself as a bridge builder in a Senate known for polarization. At the White House, nobody likes his bill, which would give Congress a 60-day window to debate the Iran agreement before voting yes or no or taking no action, but Mr. Obama and his advisers see him as someone who might work with them to revise the legislation and ultimately make a deal.

It is no surprise, then, that the White House has spent the last few days publicly stroking Mr. Corker.

"A good and decent man," Mr. Obama declared.

"Somebody who has considered this issue in a very principled way," said the president's spokesman, Josh Earnest.

The White House now views its central challenge as either negotiating a compromise with Mr. Corker or stopping enough Democrats from joining him so that he is short of a veto-proof majority, at least through June 30, the deadline to translate last week's preliminary agreement with Iran onto paper. After that, officials said, Mr. Obama may be in a stronger position to argue the merits of the accord.

Conservatives are in the meantime watching carefully to make sure Mr. Corker does not soften. "Corker is under enormous pressure from the White House to delay or weaken his own bill," said Dan Senor, a former Bush administration official. "But he has been strong on this issue, as has his committee and his caucus. I don't think he'll cave."

While the president said in an interview over the weekend that he was open to finding a way for Congress to "express itself" as long as it did not block his ability to carry out the agreement, aides worked on Monday to discourage the impression that he could accept even a nonbinding vote.

"The president was, in an aspirational way, suggesting that we're going to engage with Congress, particularly those members of Congress that have done so on a principled basis," Mr. Earnest said. "On our two principles here, about protecting the presidential prerogative and preventing the implementation of the agreement, we're going to stand firm."

That was fine with Mr. Corker, who said he was not interested in a nonbinding vote anyway. "No, no, no," he said in the interview. "Having a nonbinding vote is, in essence, not of substance."

Since joining Congress in 2007, Mr. Corker, 62, has earned a reputation as an eager deal maker willing to dive into the details of financial regulation, the auto bailout, entitlement spending and government-secured housing. But in a record that has made the White House concerned about whether he can deliver, many of those grand compromises have ended up going nowhere at a time when the two parties have appeared more intent on point-scoring and one-upmanship.

But that has not stopped Mr. Corker from trying.

In 2013, Mr. Corker was one of two Republicans who helped draft a border security amendment critical to pushing a comprehensive immigration bill through the Senate with broad bipartisan support.

"The issues that we've thrown ourselves into have been some of the biggest issues our nation faces, so I guess one could say, 'Well gosh, you shouldn't even attempt to deal with these issues because they're too big,' or you could say, 'Let's try to affect the outcome,' " Mr. Corker said.

Mr. Corker often seems like a senator from another time, an era when reaching out to the other side was more the norm. He sees his mandate as criticizing the president for his failings but searching for a way to forge agreement. A former construction executive and mayor of Chattanooga, he models himself after Tennessee Republicans like Senator Lamar Alexander and Howard H. Baker Jr., who was the Senate majority leader.

Gene Sperling, the president's former national economic adviser, said Mr. Corker was always more interested in finding agreement than in passing legislation to be vetoed. "He was someone that you could confide in, be brutally candid with and even have heated disagreements with -- and that it only helped build a relationship of trust and respect with him," Mr. Sperling said.

Senator Mark Warner, a Virginia Democrat on the Senate Banking Committee with Mr. Corker, said the two immediately gravitated to each other as former executives, working together on various financial reforms. "In business, you get rewarded when you get to 'yes,' and in the Senate sometimes just saying no is considered a successful outcome," Mr. Warner said.

Senator Chris Coons, Democrat of Delaware and a member of the Foreign Relations Committee, also pointed to Mr. Corker's private sector and local government experience. "He is not simply trying to engage in a partisan exercise to kill the deal," Mr. Coons said.

Mr. Coons echoes other praise of Mr. Corker from Democrats, in part for what they see as his determination to make sure Congress plays its appropriate oversight role, as well as his desire to build a bipartisan coalition. When Senator Tom Cotton, a freshman Republican from Arkansas, wrote an open letter to Iran's leadership warning about making a deal without Congress, Mr. Corker was one of only seven Republicans who refused to sign.

"When you negotiate with him, you know he wants to get something done rather than seek partisan advantage," said Senator Charles E. Schumer of New York, the No. 3 Democrat. He said it was not uncommon for the senator to call him at 11 p.m. and announce, "Corker here."

Senator Benjamin L. Cardin of Maryland, the ranking Democrat on the Foreign Relations Committee, also praised Mr. Corker. "There have been many occasions where he has very much broken from the Republican message and was very much looking for a common way to move forward," he said.

Senator Tim Kaine, a Virginia Democrat on the Foreign Relations Committee, said that on a trip to the Middle East in January, he shared concerns about an earlier version of Mr. Corker's bill. "He was very open to having a substantive conversation about it," Mr. Kaine said.

Mr. Corker incorporated Mr. Kaine's suggestions, and Mr. Kaine is a now a lead co-sponsor of the legislation.

--Julie Hirschfeld Davis contributed reporting

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WHITE HOUSE

21. U.S. considering 'fusion cell' to coordinate response to hostage situations

Washington Post, Apr. 7, Pg. A14 | Adam Goldman

The Obama administration is considering the creation of a "fusion cell" of law enforcement, intelligence and other officials to better coordinate its response to hostage situations. Its mission would be to focus exclusively on developing strategies to recover American captives being held overseas.

The proposal is described in a letter sent to the families of American hostages and is one of several ideas the administration is considering as it gets closer to concluding its review of hostage policies. That review was launched in December amid frustration at the government's response from families of American hostages, some of whom were held and later killed by the Islamic State and other terrorist groups.

The new fusion cell would oversee a "whole-of-government response to hostage events," according to the letter, a copy of which was obtained by The Washington Post. It would involve subject-matter experts from agencies including the FBI, the Defense Department, the State Department and those in the intelligence community.

Although all of those agencies already get involved when Americans are taken hostage overseas, the possible creation of a unified group underscores perceived gaps in a response that families describe as often bewildering.

Under another proposal, according to the letter, a senior-level policy group, chaired by the National Security Council staff, would review hostage policies and recovery strategies proposed by the fusion cell. That group would report to Cabinet officials and the president to "ensure sustained, high-level government-wide attention to hostage cases and policies."

The letter does not address the U.S. ban on paying ransoms to terrorist groups - a policy that has drawn criticism from families and others, particularly in light of other countries' willingness to pay for the release of their citizens. The administration has said it will not alter the policy, citing concerns that ransoms would reward hostage-takers and encourage them to target more Americans.

At the same time, U.S. officials have expressed an interest in finding ways to better communicate with families about efforts to recover their loved ones. The letter says the administration is considering establishing a "family engagement team" to ensure that families have continuous, direct access to officials who can provide "timely information and other necessary support during and after a hostage crisis."

Some families have said that support was lacking in their cases.

Sara Berg, the sister of Nick Berg, an American contractor who was kidnapped and killed in Iraq in 2004, said she did not know what had happened to her brother until a video surfaced online depicting his beheading.

Sara Berg, one of dozens of family members interviewed as part of the administration's review, said she thought the letter sent by the administration reflected its interest in "consensus-making and being open to input." That, she said, "is very positive."

U.S. officials, according to the letter, hope to meet in person with families in May to solicit their feedback on the review.

"We have heard concerns expressed by some family members about their interaction and communication with U.S. government officials and the amount of information that can be shared," said Kathleen C. Butler, a spokeswoman in the Office of the Director of National Intelligence. "We have spoken with 22 families, provided them with updates on the review, and sought their feedback on an initial set of proposals."

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DEFENSE DEPARTMENT

22. Pentagon balks at congressional bid to ease multiyear deal terms
Reuters, Apr. 6 | Andrea Shalal

WASHINGTON -- The Pentagon is pushing back against congressional moves to ease requirements for multiyear weapons procurements, saying it will continue to insist that such deals generate significant savings for the government before relinquishing yearly control.

Even if Congress changes the law, U.S. Defense Undersecretary Frank Kendall said program managers would still need to show savings of "pretty darn close to 10 percent or better" to get approval to sign a contract of up to five years.

"Whether the law says 'significant' or not, we're going to require significant savings to do a multiyear," Kendall said in an interview on Friday. "If that change goes through, I don't think it will affect our behavior. Not while I'm here."

Arms manufacturers have long pressed the U.S. government to approve more multiyear agreements to ensure stability for suppliers and prime contractors while driving down costs.

Defense officials set strict standards for such deals since the government can face steep termination fees if budget cuts or other factors force it to cancel orders after a signing a longer-term contract.

Representative Mac Thornberry, chairman of the House Armed Services Committee, proposed dropping the word "significant" from current requirements for multiyear agreements as part of package of acquisition reforms introduced last month.

"The thinking is that if you can save even 1 percent on a $1 billion deal, why wouldn't they," said one committee aide.

The aide said Thornberry was willing to risk some loss of yearly control over programs to see if greater use of multiyear deals could improve the Pentagon procurement process.

Current law permits the Pentagon to approve certain weapons purchase contracts for up to five years, if such deals have fixed price terms and officials can show that such a deal would result in substantial savings over yearly contracts.

Officials generally target savings of 10 percent or more for such deals, although the goal is not strictly required, and some deals have been approved with less savings.

Kendall said savings of 10 percent were required by an earlier version of the law, and remained the department's benchmark.

Shay Assad, the Pentagon's pricing czar, last month said he also favored a high bar for multiyear agreements.

"While you can save some money, I'm not sure that the flexibility that we lose is worth it," he said.

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23. Former congressman tapped for top Pentagon personnel post
MilitaryTimes.com, Apr. 6 | Andrew Tilghman

President Obama has tapped an Army lawyer and former congressman from Oklahoma to serve as the Pentagon's top personnel official.

Brad Carson, 48, will serve as acting undersecretary of defense for personnel and readiness, the primary official overseeing military personnel and compensation policies.

Carson served as a Democrat in the House of Representatives from 2001 to 2005. Most recently he served as the undersecretary of the Army and that service's chief management officer.

Carson earned a Bronze Star during a deployment to Iraq in 2009-10 as an active-duty Navy intelligence officer attached to the Army's 84th Explosive Ordnance Disposal Battalion.

He is also an enrolled tribal member of the Cherokee Nation of Oklahoma, according to his official biography.

In 2002, Carson voted with the Republican majority in supporting the use of force against Iraq.

He replaces Jessica Wright, who announced in December that she would leave to spend more time with her family.

Carson takes the job at a time of renewed debate about the future of military compensation and personnel policies. In January, a blue-ribbon panel recommended far-reaching structural changes to troops' pay and benefits, including shrinking the traditional retirement benefit by about 20 percent and eliminating the Tricare health system in its current form and instead offering military families health coverage similar to government civilian benefits.

The Pentagon is finalizing a formal response to those proposals, one that likely will influence Congress as it considers whether to enact the proposals into law.

In late March, Defense Secretary Ash Carter said the military personnel system should make several key changes to better compete with the private sector for highly skilled people, including changing the promotion system to put more weight on skills and less emphasis on seniority.

He also called for expanding the services' sabbatical programs and allowing some highly-skilled mid-career people to enter the military and granting them an automatic mid-career rank to reflect their civilian experience.

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VETERANS

24. Vietnam Veteran Files Class-Action Lawsuit Over Delayed Appeals on Disability Benefits

New York Times, Apr. 7, Pg. A13 | Dave Philipps

A Vietnam veteran who has waited years for disability benefits from the Department of Veterans Affairs for claims of post-traumatic stress disorder and exposure to toxic chemicals filed a class-action lawsuit on Monday, seeking to force the department to expedite a growing backlog of benefits claims appeals, including his own.

The case is the first class action filed in the United States Court of Appeals for Veterans Claims. The lead plaintiff is Conley Monk Jr., a Marine Corps veteran in Connecticut who said he came under fire in Vietnam in 1969 and 1970 and was exposed to Agent Orange, an herbicide used in the war. After receiving diagnoses in 2011 of PTSD and diabetes, which is sometimes associated with exposure to Agent Orange, Mr. Monk applied for disability compensation from the V.A. and was denied. He appealed in 2013.

Now, 20 months later, the department has yet to respond to the appeal, said the veteran, who recently had a stroke and is living in subsidized housing.

"It's frustrating to be stuck in limbo," Mr. Monk, 66, said in a phone interview on Monday. "It's been hard to make ends meet. And we Vietnam veterans are getting older. We can't wait forever."

The backlog of benefits claims at the V.A. started rising sharply in 2009, driven by a growing number of claims by Iraq and Afghanistan veterans and expanded eligibility for Vietnam veterans with diabetes and PTSD. The backlog peaked in 2013 with more than 600,000 claims.

Determined to clear the backlog, the Obama administration focused staff members on new claims. Since then the number has declined nearly 70 percent. But the number of appeals -- claims resubmitted because veterans say they were improperly handled by the V.A. -- has risen 17 percent to an all-time high of nearly 300,000, according to the V.A., and the time it takes to reach a decision has grown.

Critics say that the V.A., in its haste to clear the backlog, made sloppy decisions that have clogged the appeals process. The department, in response to the lawsuit, said it was continuing its efforts to reduce the backlog of claims.

"We see wait times of four years or more," said Joe Moore, a lawyer specializing in V.A. benefits appeals.

Many V.A. staff members who used to review appeals were pulled away to focus on new claims, he said, making several regional medical centers "black holes" where appeals languished.

"It's mind boggling," Mr. Moore said. "Sometimes we are just waiting for them to send simple paperwork to the central office, and it takes years."

The lawsuit claims that the long waits amount to a denial of benefits and asks the court to order the V.A. to make a decision within 30 days on every appeal that has been pending for more than a year if the applicant has a financial or medical hardship.

"Justice delayed for these veterans is justice denied, unconscionably and unacceptably," Senator Richard Blumenthal of Connecticut, the ranking Democrat on the Veterans Affairs Committee, said in an interview Monday. "I hear from veterans every day about this issue. Many of them are close to poverty, struggle with homelessness and health problems. For them, these delays have real-life consequences."

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NOTABLE COMMENTARY

25. Terror in Kenya
The U.S. should do more to help countries targeted by al-Qaeda affiliates
Washington Post, Apr. 7, Pg. A12 | Editorial

Last week four gunmen from the Islamist militant group al-Shabab stormed Garissa University College in Kenya, about 100 miles from the Somali border. In what reports detail as a highly coordinated attack, the assailants gunned down some 147 people, 142 of whom were students. The gunmen, who had explosives strapped to them, began killing indiscriminately, but as the 15-hour siege went on, they separated students by religion, murdering Christians. This terrorist attack was Kenya's worst since the U.S. Embassy in Nairobi was bombed by al-Qaeda, killing 213, in 1998.

No words can capture the horror of such a tragedy. Once again, the world is witness to the ruthless cutting down of those who represent any country's brightest hope: students pursuing an education. Like Boko Haram's kidnapping of more than 200 schoolgirls nearly a year ago in Nigeria and the Taliban's slaughter of 132 schoolchildren in Pakistan, the attack in Garissa is a gruesome reminder that children and young adults are all too often the victims of violent extremism - and that those who sacrifice to earn an education are particularly anathema to the intolerant.

Al-Shabab, the al-Qaeda-linked Somali terrorist group, claims to be targeting Kenya in retaliation for its 2011 military incursion into Somalia. In 2013, the group carried out an attack at a popular shopping mall in Nairobi, killing 63 and wounding more than 175. With the ascendancy of the Islamic State in the Middle East and the rising notoriety of Boko Haram in West Africa, al-Shabab may have been overshadowed in the media, but the group remains the biggest security threat to the East Africa region. Amina Mohamed, Kenya's foreign minister, in a conversation with us justifiably called her nation "a frontline state in the war against terror."

The United States has helped Kenya and other neighboring states in the fight against al-Shabab, launching a number of drone strikes that have killed al-Shabab leaders, including Ahmed Abdi Godane, the movement's top commander, last year. On Monday, Kenyan air forces also launched strikes against al-Shabab bases in Somalia. But

al-Shabab continues to carry out deadly assaults inside Somalia and beyond. The Garissa massacre again highlights the limitations of President Obama's light-footprint counterterrorism model in weak states such as Somalia and Yemen. Such places need more help with governance and development; missile strikes and small Special Operations advisory teams alone will not deliver security.

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26. The Iran deal's No. 1 booster

The president's hard sell of a work in progress may weaken the U.S. negotiating position

Washington Post, Apr. 7, Pg. A12 | Editorial

President Obama has launched an aggressive lobbying campaign for his preliminary nuclear deal with Iran, telling the New York Times on Saturday that "this is our best bet by far to make sure Iran doesn't get a nuclear weapon." Unfortunately for those who disagree, the president's claims could have a self-fulfilling quality. By loudly insisting there is no alternative to the terms he has agreed to, Mr. Obama helps ensure that the option of maintaining sanctions while insisting that Iran agree to dismantle more of its nuclear infrastructure - as Israel and some in Congress advocate - is no longer a practical alternative.

At the same time, the White House stance risks weakening its negotiating position in the crucial bargaining with Iran. Mr. Obama conceded that some vital "details" have not yet been worked out, including how the lifting of sanctions on Iran would be tied to its implementation of steps such as reducing its stockpile of enriched uranium and its base of installed centrifuges. Worryingly, the fact sheets issued by the U.S. and Iranian governments differ sharply on this point: While the U.S. version says that "sanctions will be suspended after" the International Atomic Energy Agency "has verified that Iran has taken all of its key nuclear-related steps," Tehran's account is that "at the same time as the start of Iran's nuclear-related implementation work, all of the sanctions will be automatically annulled on a single specified day."

The gulf between those two scenarios is extremely important. Unless sanctions relief is conditioned on Iranian performance, the United States and its partners will lose their leverage.

Similarly crucial differences may be buried in the as-yet-unspecified details of how inspectors will obtain access to new suspected nuclear sites and how they will get answers to outstanding questions about Iran's previous work on nuclear warhead designs. By insisting that the deal is already the best available, Mr. Obama is making it more difficult for his negotiators to walk away from the follow-up talks if they are unable to obtain satisfactory terms. If Iran continues to insist on the "immediate" lifting of sanctions, will the president give in rather than reverse his rhetoric?

The White House push to sell the deal is in part a reaction to the possibility of congressional action later this month. A bipartisan bill would block Mr. Obama from implementing a deal for 60 days after its conclusion and would require a vote to move forward; Sen. Bob Corker (R-Tenn.), one of its sponsors, said Sunday that it was within two or three votes of veto-proof support. But Mr. Obama would not have to reckon with that authorizing vote until after the accord was completed. As Mr. Corker argued, if it is really the "good deal" that Mr. Obama describes, "surely he can sell this to the United States Senate and the House."

The White House is threatening to veto Mr. Corker's bill. But Mr. Obama sounded a conciliatory note in the Times interview, saying "my hope is that we can find something that allows Congress to express itself." There's room for a

compromise there, and, as Mr. Corker noted, the prospect of an eventual vote could help Mr. Obama extract the concessions still needed from Iran.

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27. Obama and the 'Inevitable Critics'
Wall Street Journal (Global View), Apr. 7, Pg. A11 | Bret Stephens

'So when you hear the inevitable critics of the deal sound off, ask them a simple question: Do you really think that this verifiable deal, if fully implemented, backed by the world's major powers, is a worse option than the risk of another war in the Middle East?"

That was Barack Obama on Thursday, defending his Iran diplomacy while treating its opponents to the kind of glib contempt that is the mark of the progressive mind. Since I'm one of those inevitable critics, let me answer his question.

Yes, it's worse. Much worse.

Yes, because what the president calls "this verifiable deal" fails the first test of verification -- mutual agreement and clarity as to what, exactly, is in it.

Take sanctions. Iran insists all sanctions -- economic as well as nuclear -- will be "immediately revoked" and that "the P5+1 member countries are committed to restraining from imposing new nuclear-related sanctions." But the Obama administration claims Iran will only get relief "if it verifiably abides by its commitments." The administration adds that "the architecture of U.S. nuclear-related sanctions on Iran will be retained for much of the duration of the deal."

So who is lying? Or are we dealing with a case of Mutually Assured Obfuscation?

Yes, too, because the deal fails the second test of verification: It can't be verified.

Here again there are significant discrepancies between the U.S. and the Iranian versions of the deal. The administration claims "Iran has agreed to implement the Additional Protocol," a reference to an addendum to the Nuclear Non-Proliferation Treaty that permits intrusive inspections. But Tehran merely promises to implement the protocol "on a voluntary and temporary basis," pending eventual ratification by its parliament, inshallah.

We've seen this movie before. Iran agreed to implement the Additional Protocol in 2003, only to renounce it in early 2006, after stonewalling weapons inspectors.

But even the Protocol is inadequate, since it doesn't permit no-notice, "anytime, anywhere" inspections. "A verifiable agreement would require unfettered access to all key facilities, personnel, documentation, and other information being sought," notes Olli Heinonen, a former top nuclear inspector for the International Atomic Energy Agency. The Protocol, he adds, "does not fully oblige this."

Yes, as well, because Mr. Obama's caveat, "if fully implemented," is catnip to the rulers of Iran. What happens if Iran complies with every aspect of the accord, save one -- for instance, if it starts fielding more advanced centrifuges?

"The Iranian regime cheats incrementally, not egregiously, even though the sum total of its incremental cheating is egregious," says Mark Dubowitz of the Foundation for Defense of Democracies. Does anyone think Mr. Obama will walk away from his deal at the first instance of Iranian noncompliance? This is a president who failed to inform Congress of Russia's suspected violations of a 1987 nuclear arms-control treaty so he could get his own treaty ratified by the Senate in 2010.

Yes, furthermore, because a deal that is "backed by the world's major powers," as Mr. Obama says, is also beholden to those powers.

That would include the Europeans, who will re-enter the Iranian market with the animal spirits of famished poodles. It will include the Chinese, eager to extend their new economic "silk road" through Persia. It will include Russia, which will invest even more heavily in Iran -- think nuclear reactors and advanced surface-to-air missile systems -- while holding Iran policy hostage to its own demands in Ukraine and elsewhere. Of all the flaws in this deal, none is so fatal as the subordination of the U.S. to the U.N. on the most consequential diplomatic agreement so far in the 21st century.

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It is typically crass of Mr. Obama that he should try to justify his failed diplomacy with the false alternative of a hypothetical war. If John Kerry were half as canny a negotiator as Javad Zarif, we'd have a better deal in hand.

But let's accept the president's premise. Should the current deal hold, Iran will be able to develop all the nuclear infrastructure it wants by the time my youngest child is in college. And it will do so not over Washington's objections, but with our blessing.

Maybe by then the Iranian regime will have changed for the better. More likely not. Their economy will have revived thanks to the end of sanctions. Their geopolitical position will be stronger thanks to the internal convulsions of some of their neighbors. And they will have a nuclear infrastructure capable of producing many bombs on short notice -- too short for the U.S. to do anything about it. The same will likely be true of Saudi Arabia and Turkey.

So let me rephrase the president's question: Is targeted military action against Iran's nuclear facilities -- with all the unforeseen consequences that might entail -- a better option than a grimly foreseeable future of a nuclear Iran, threatening its neighbors, and a proliferated Middle East, threatening the world?

I know my answer. What's yours?

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28. Gulf States to Test Obama Salesmanship on Iran
Wall Street Journal (Capital Journal), Apr. 7, Pg. A4 | Gerald F. Seib

President Barack Obama isn't a particularly big fan of Camp David, the bucolic presidential retreat in Maryland's Catoctin Mountains, but sometime in the next few weeks it will be the site of a crucial event in the selling of the nuclear agreement with Iran.

The big moment comes when the president hosts the leaders of the Gulf Cooperation Council, the six Arab kingdoms and sheikdoms that lie just across the Persian Gulf from Iran. They are somewhere between deeply nervous and highly suspicious that the nuclear deal will really contain the Iranian threat in their region.

The ensuing conversation will require a fair amount of presidential salesmanship on the deal's merits. But it also will be the occasion for something more substantive: a discussion of, first, what kind of security guarantees the U.S. is willing to offer these rich but frightened Gulf monarchies; and second, what kind of on-the-ground and in-the-air defense cooperation the U.S. is prepared to offer to guard against the Iranian threat.

Senior American officials have made clear that this is a conversation they now want to have to reassure the Gulf states, particularly the giant among them, Saudi Arabia.

Therein lies one of the great ironies of the emerging Iranian nuclear deal: much as the Gulf states dislike the Iran deal, it could pull them further under the defense umbrella of the U.S. government that brokered it.

The underlying question, of course, is whether the Gulf states now trust the U.S. enough to embrace security guarantees or pledges of new defense cooperation. The answer is crucially important if the U.S. is to prevent a different and more ominous kind of reaction: a move by the Saudis to instead acquire their own nuclear weapon, by dialing up their friends in Pakistan to place an order, because they aren't convinced Iran's nuclear program will be stopped.

In other words, the stakes in this coming sales job are even higher than in Mr. Obama's pitch to skeptics in Congress.

It's hard to overstate how large Iran looms in the fears of the monarchies that make up the Gulf Cooperation Council. Indeed, the GCC was created in 1981 largely in reaction to the revolution across the gulf brought to power Iran's Shiite Islamic theocracy, which is seen as a military, cultural and economic threat.

The GCC is part economic union, part defense alliance, but the defense element has always carried more potential than realized power. The member nations early on created a combined defense force, and more recently a joint defense command, and they coordinated a response to unrest in Bahrain and Yemen.

GCC states have long stockpiled their arsenals with American military hardware, and worked at least indirectly with the U.S. in two wars against Iraq. But the question of how much the U.S. and Gulf states should be openly cooperating militarily always has been a sensitive one, on all sides.

For the Gulf states, too much direct military cooperation opens them up to the slings and arrows of Islamic extremists charging that they were mere puppets of the infidels of the West. For the U.S., giving too much military firepower to Gulf Arabs, who long provided financial and political support to radical Palestinian causes, made Israel very nervous.

The Iran deal, should it be finalized in the next few months, will usher in new realities. The U.S. will need to convince Gulf Arab leaders that they aren't being sold out, a feat that may be accomplished only by making vague past promises of protection more explicit, and by relaying those promises to Iran itself.

As for Israel, it now finds itself in almost complete alignment with the Gulf states on mistrust of Iran, so its concerns have shifted dramatically.

So there is both opportunity and need for more explicit cooperation. What form might it take? Given that the Gulf states already have bought a lot of American military firepower, "the biggest thing we could do is help them upgrade their regional capabilities -- their ability to work together," says Admiral Mike Mullen, the former chairman of the U.S. Joint Chiefs of Staff.

A paper prepared late last year for the U.S. Army War College suggested creating a regional security forum that included the U.S. as well as Britain and France, working with the GCC states. That paper also suggested that it is equally important for the U.S. to win the "hearts and minds" of Arabs through more economic cooperation and cultural understanding with the Gulf states.

The message that the U.S. delivers to Iran is just as significant. Much as the U.S. once privately warned Iraq's Saddam Hussein that it would extract a severe, though undefined, price for any use of weapons of mass destruction, so it may need to deliver such a message to Iran now.

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29. From talk of action to a war of words on Iran
Washington Post (Fine Print), Apr. 7, Pg. A11 | Walter Pincus

President Obama and Iranian President Hassan Rouhani say they have achieved separate major goals in the framework agreement among the United States, five other world powers and Iran regarding Tehran's nuclear program.

Obama on Thursday declared that "the United States, together with our allies and partners, have reached a historic understanding with Iran, which, if fully implemented, will prevent it from obtaining a nuclear weapon."

On Friday, Rouhani announced in a radio address to his nation, "We have both maintenance of nuclear rights and removal of sanctions, alongside constructive interaction with the world," elements that were central to his presidential campaign in 2013.

As with all such agreements, the devil will be in the details, which remain to be worked out before a June 30 deadline. Meanwhile, critics and doubters in Washington, Jerusalem and elsewhere will be pointing out gaps and weaknesses that need to be remedied before a final Comprehensive Plan of Joint Action can be completed and signed by the participating countries.

Pause for a moment and recall that just two years ago, the talk was mostly about military action.

Israeli Prime Minister Benjamin Netanyahu said that sanctions were not working, and Israeli Defense Minister Ehud Barak, during a visit to Washington, said, "All options must remain on the table" - meaning a military attack - and "we expect all those who say it to mean it. We mean it."

In Israel on March 20, 2013, Obama listened during a joint news conference as Netanyahu said, "Diplomacy and sanctions must be augmented by a clear and credible threat of military action." Obama responded, "The United

States will continue to consult closely with Israel on next steps, and I will repeat: All options are on the table." That was taken to mean that if diplomacy failed, a military attack could be needed.

On May 22, 2013, the Senate passed a resolution 99 to 0 that said if Israel took "military action in self-defense against Iran's nuclear weapons program," the United States "should provide Israel with diplomatic, military, and economic support." It added, though, "that nothing in this resolution shall be construed as an authorization for the [U.S.] use of force or a declaration of war."

In Iran, there was a strong reaction to the talk of military action. Supreme Leader Ayatollah Ali Khamenei, threatened in a March 2013 televised speech that in response to any Israeli strike "the Islamic republic will annihilate Tel Aviv and Haifa to the ground." On April 8, then-Iranian President Mahmoud Ahmadinejad announced he was expanding uranium production, rejecting a suggestion from six world powers - the United States, China, Russia, the United Kingdom, France and Germany, known as the P5+1 - that Iran reduce the amount of uranium enriched to 20 percent that it already had processed.

The atmosphere changed with Rouhani's election. Increased diplomacy culminated in the Nov. 24, 2013, Geneva agreement that temporarily froze Iran's program and committed Tehran to eliminate its stockpile of uranium enriched to 20 percent. In return, the P5+1 countries agreed to release $4.2 billion in frozen Iranian assets and provide relief from a handful of minor sanctions.

It also set the stage for the negotiations that led to Friday's framework agreement.

Now, we have a verbal war - much better than a military one - over what has been agreed to, with each side aiming to counter critics.

Two items in the framework agreement - timing for removal of sanctions and the handling of inspections - appear to get different treatment in separate fact sheets released by the United States and Iran.

Obama and Secretary of State John F. Kerry have emphasized that there will a step-by-step easing of sanctions as Iran "verifiably abides by its commitments," according to the U.S. fact sheet.

For example, the U.S. fact sheet says all past U.N. sanctions "will be lifted simultaneously with the completion by Iran of all key concerns." Each of those elements could take months or perhaps years to implement.

The Iranian fact sheet is ambiguous about the removal of sanctions, which for Iranians is a key benefit.

It states, in bold text in an early paragraph, that "all of the sanctions will be immediately removed after reaching a comprehensive agreement." But in the next sentence, it says that "after the implementation of the Comprehensive Plan of Joint Action" the multilateral and U.S. unilateral economic and financial sanctions will "be annulled."

Depending on what's meant by "implementation," that could align it with the U.S. fact sheet.

Adding to the timing ambiguity on the Iranian fact sheet is that it says all sanctions "will be annulled on a single specified day" after a preparatory phase during which the U.N. Security Council passes a resolution adopting the Joint Action Plan and Iran's "nuclear-related implementation work" has started.

Another area requiring some clarity is how inspections will be carried out. The U.S. fact sheet says inspectors from the International Atomic Energy Agency will have access to all Iranian nuclear facilities and "suspicious sites" and can investigate "allegations of covert" sites anywhere in the country.

It concedes, though, that "a dispute resolution process will be specified," but how that will work remains to be determined. The Iranian fact sheet says only that alleged violations will be handled by "predetermined mechanisms of response."

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30. THAAD Missile Killer Could Boost Army Role in Pacific
Forbes.com, Apr. 6 | Loren Thompson

When the Obama Administration announced in January 2012 that the U.S. defense posture would be "rebalanced" to emphasize the Asia-Pacific region, that was not good news for the Army. America's preeminent land force had largely abandoned the region after the Vietnam War, leaving almost no soldiers stationed west of the International Dateline outside the Korean Peninsula. If Asia was to be the main locus of U.S. strategic concerns, that implied the Army might end up "last among equals" in the competition for money and missions.

The geography of the Western Pacific region (which is what Washington really means when it says "Asia-Pacific") seems tailor-made for the capabilities of air- and sea-based forces. Distances are vast, and access to land bases is limited. Most of the Army units dedicated to the region are stationed many thousands of miles from likely trouble spots – mainly in Alaska, Hawaii and Washington State. And while the 29,000 U.S. soldiers in South Korea are deployed right where they need to be to deter aggression from the North, that makes their redeployment to other contingencies problematic. Besides, nobody in Washington wants to think about waging a land war in Asia.

However, recent developments on the Korean Peninsula may be bolstering the case for a broader Army role in the Western Pacific. Exhibit A in that case is an Army-operated combat system called the Terminal High Altitude Area Defense, or THAAD, that the Pentagon wants to deploy in South Korea so U.S. troops can be defended against the North's growing arsenal of medium-range ballistic missiles. The idea is being vigorously criticized by both China and Russia, which contend any such deployment would be a threat to their nuclear deterrents and thus undermine regional stability.

But THAAD isn't designed to intercept the kind of long-range missiles that China and Russia use for nuclear deterrence, which raises the interesting question of what they really fear. The U.S. deployment, if it occurs, would be aimed squarely at countering a North Korean missile attack against the South, especially against U.S. forces stationed there. It might also be useful in defeating a North Korean missile strike on nearby Japan. But with a maximum effective range of about 125 miles, THAAD's interceptors would be no match for Russian and Chinese intercontinental ballistic missiles developed to traverse distant trajectories through space en route to U.S. targets. So what's really worrying Beijing and Moscow?

What's worrying them is that the agile, easily-deployed THAAD presents a challenge to their own medium-range missiles, which could play a central role in any campaign to diminish U.S. influence in the Western Pacific. The U.S. strategic shift to Asia was driven in part by growing evidence that Beijing is pursuing an "anti-access/area-denial" strategy aimed at excluding U.S. military forces from the region – eventually resulting in Chinese dominance. Moscow too would like to see U.S. regional power diminished, and since its invasion of Ukraine last year has been pursuing a closer relationship with Beijing that will work to America's disadvantage.

(Disclosure: Several of the companies comprising the THAAD industry team including prime contractor Lockheed Martin contribute to my think tank; some are also consulting clients.)

To date, China's pursuit of regional hegemony has relied mainly on economic tools. For instance, China has become South Korea's biggest trading partner, and Beijing is using the trade relationship to pressure Seoul into blocking deployment of THAAD batteries. But there is also a military component to the Chinese strategy: countries that cannot be seduced by economic considerations into taking Beijing's side in disputes with America might still be cowed by the growing firepower and reach of the Chinese military. Medium or "theater-range" missiles are especially useful in implementing the military aspects of an anti-access strategy because they are harder to defeat than aircraft or warships.

It would be hard to overstate how important the outcome of this rivalry is for Washington, because in the quarter-century since the Cold War ended the Western Pacific has become the industrial heartland of the global economy. If Beijing can dominate the region economically and militarily, then it will be a superpower in much the same way that Russia was during the Cold War. U.S. air power and sea power in the Pacific play a vital role in countering Beijing's ambitions, but the U.S. can't attack Chinese military power at its source without running the risk of escalation – perhaps even to nuclear war. China has dozens of ICBMs capable of reaching U.S. soil, and its strategic arsenal is growing.

What's missing from U.S. strategy in the Pacific is a visible, credible defense against the theater-range missiles that Beijing might use to coerce countries such as Japan, Singapore, South Korea, Taiwan, and Vietnam. The U.S. Navy is working hard to upgrade its sea-based Aegis combat system for defeating air and missile threats, but truly effective missile defenses must be layered — meaning that if the first line of defense fails a second layer still has a chance of intercepting attackers. A two-layer system in which each layer is 80% effective would be able to intercept 96% of attacking missiles. That would greatly diminish the coercive potential of Chinese (or Russian) theater-range missiles, strengthening deterrence against both conventional and nuclear attacks.

Therein lies the Army's opportunity to broaden its Pacific role. THAAD has been an Army program since its inception in the 1990s, and if recent test results are any indication, it is a highly successful one. The opposition China and Russia have voiced to its deployment in South Korea — the Russians complain on a weekly basis — might be interpreted as independent evidence of its potency. Like the Ground-based Midcourse Defense system that provides the only real protection of U.S. territory against long-range missile attacks, THAAD positions the Army to make a unique contribution to America's global security posture.

The Army got into the missile defense business because it retained anti-aircraft weapons when the Air Force was split off to form an independent service in 1947. A lot has changed during the intervening years, but the Army today remains the service with the most experience in developing and operating land-based missile defense systems. Having been designed for interoperability with other parts of the U.S. missile defense architecture, THAAD is ready for deployment wherever friendly nations need it. It already has been deployed to protect U.S. forces in Guam, and its Raytheon-built radar — the joint force's biggest land-mobile radar for tracking ballistic missiles — has been deployed repeatedly in the Middle East to deal with missile threats there (several Middle Eastern nations look likely to buy THAAD). So if the Army wants to pursue a bigger role in the Pacific without imitating the Marine Corps, THAAD could be its ticket to regional relevance.

RETURN TO TOP

-----Original Message-----
From: Ashton Carter [mailto (b)(6)
Sent: Thursday, April 02, 2015 8:25 AM
To: Lewis, Ronald MG SD
Subject: Enroute

Sent from my iPhone

From: Ashton Carter
To: Lewis, Ronald MG SD
Subject: Fwd: David Ellwood Tribute Video
Date: Friday, March 13, 2015 2:55:01 PM

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: March 13, 2015 at 2:33:19 PM EDT
To: Ashton Carter (b)(6)
Cc: (b)(6)
Subject: RE: David Ellwood Tribute Video

Thank you, Secretary Carter. I know David will be moved and very appreciative.

(b)(6) I look forward to touching base to work out the logistics.

All the best,

(b)(6)

(b)(6)

Harvard Kennedy School
79 JFK Street, Box 144
Cambridge MA 02138
(b)(6)

From: Ashton Carter (b)(6)
Sent: Friday, March 13, 2015 2:16 PM

To: (b)(6)
Cc:
Subject: Re: David Ellwood Tribute Video

Of course (b)(6) will help. Ash

Sent from my iPhone

On Mar 13, 2015, at 1:47 PM, (b)(6) wrote:

Dear Secretary Carter,

Congratulations on your appointment. Both the Department of Defense and our country will benefit greatly from your leadership.

I am writing today to see if you would be willing to participate in a surprise video tribute we are putting together for David Ellwood as he concludes his 11-year tenure as Dean of Harvard Kennedy School. I can only imagine how busy you are but if you are interested and your schedule allows, we could arrange to have our multimedia team come to you to conduct the interview. It should be relatively brief and shouldn't take more than 15-20 minutes. Alternatively, we could provide more detailed instructions on what we are looking for if you prefer to have your team do the filming.

Please let me know if you are interested in doing so, and who on your team we should work with, if so. Since our timeframe on the video is relatively tight, we would need to conduct the interview or receive your taped remarks by April 7th.

Thank you for your consideration, Secretary Carter. I know your participation would mean a great deal to David.

On a separate note, I also wanted to invite you to join us for a celebration event we will be holding for David on May 6 at 6pm. More information on the event will be forthcoming.

Please don't hesitate to reach out to me if you need any additional information.

All the best,

(b)(6)

(b)(6)

Harvard Kennedy School
79 JFK Street, Box 144
Cambridge MA 02138
(b)(6)

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: FW:EXSUM: HAC-D DoD Posture Hearing, 4 March (UNCLASSIFIED)
Date: Thursday, March 05, 2015 7:44:19 PM

Sir,
FYSA from yesterday's hearing.
Vr
Ron

---- Original Message ----

From: Dyson, Karen E LTG USARMY

Classification: UNCLASSIFIED
Caveats: FOUO

Mr. Secretary and Chief,

The EXSUM prepared by Budget Liaison from yesterday's HAC-D Department of Defense Posture Hearing with Secretary Carter, General Dempsey and Honorable McCord is provided below. (b)(5)

(b)(5)

(b)(5)

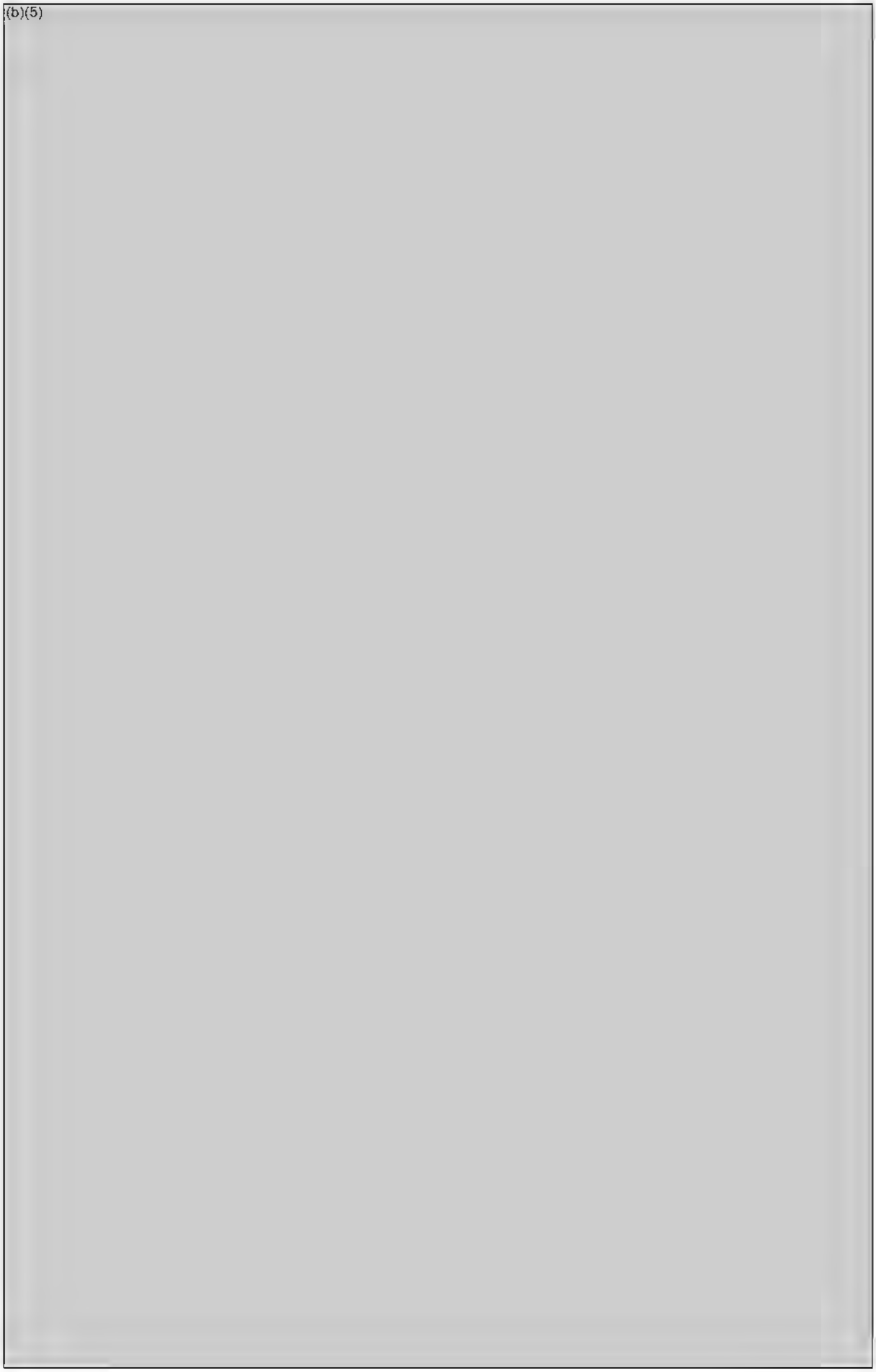
A more detailed summary of the hearing is below, and full transcript will be forwarded when available.

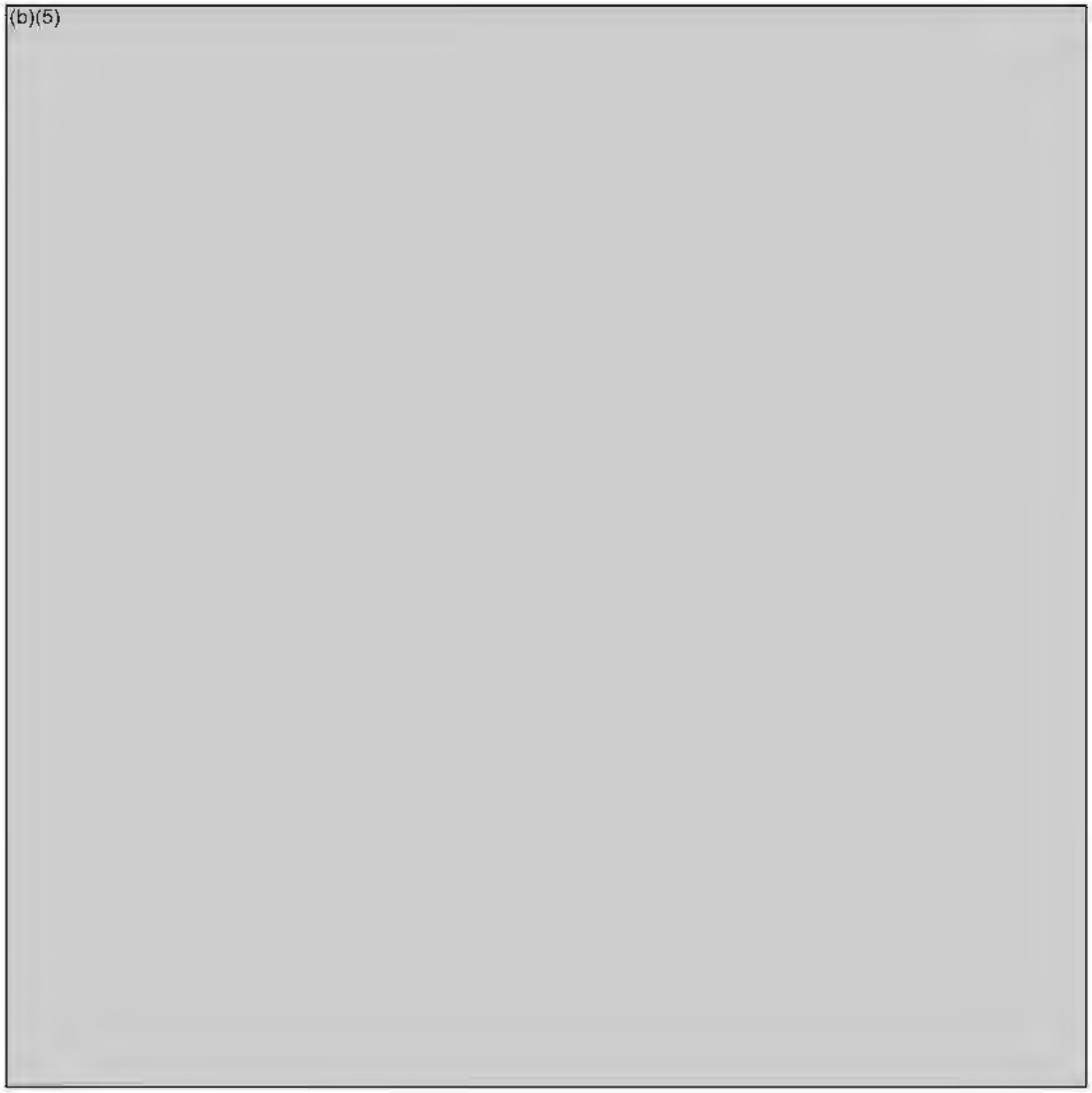
V/R,
Karen

//////////////////

(U) HOUSE APPROPRIATIONS SUBCOMMITTEE ON DEFENSE (HAC-D) HEARING ON FY2016 DEPARTMENT OF DEFENSE BUDGET REQUEST- The Honorable Ashton B. Carter, Secretary of Defense; General Martin Dempsey, Chairman of the Joint Chiefs of Staff; and the Honorable Mike McCord, Undersecretary of Defense, Comptroller, ON 4 MARCH 2015.

(b)(5)


(b)(5)



Classification: UNCLASSIFIED
Caveats: FOUO

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: FW:Updated Opening Statement
Date: Monday, March 02, 2015 5:59:26 AM
Attachments: ATT98773.docx

---- Original Message ----

From: (b)(6)
Date: March 1, 2015, 11:22 PM EST
To: Fanning, Eric HON SD, (b)(6) Lewis, Ronald MG SD (b)(6)
(b)(6)
Subject: Updated Opening Statement

Eric, MG Lewis -- Attached is draft 2.0 of the spoken testimony/opening statement for your review and forwarding to SD either this evening or tomorrow morning. (b)(5)
(b)(5)

Best regards,
(b)(6)

(b)(5)

(b)(5)



(b)(5)

(b)(5)

(b)(5)



From: Lewis, Ronald MG SD
To: (b)(6)
Subject: Re: (b)(6) -- requesting SD call back tonight or tomorrow
Date: Tuesday, February 24, 2015 7:38:23 PM

Roger

---- Original Message ----

From: Ashton Carter (b)(6)
Date: February 24, 2015, 7:21 PM EST
To: Lewis, Ronald MG SD (b)(6)
Subject: Re: (b)(6) - requesting SD call back tonight or tomorrow

(b)(5)

Sent from my iPhone

> On Feb 24, 2015, at 5:40 PM, Lewis, Ronald MG SD (b)(6) wrote:
>
> Secretary,
(b)(5)
> Vr
> Ron
>
>
>
>
> ---- Original Message ----
>
> From: (b)(6)
> Date: February 24, 2015, 5:10 PM EST
> To: (b)(6)
(b)(6)
> Subject: (b)(6) -- requesting SD call back tonight or tomorrow
>
(b)(5)
> Thanks
> (b)(6)
>
>
>

From: Ashton Carter
To: Lewis, Ronald MG SD
Subject: Re: sched
Date: Tuesday, February 24, 2015 4:19:31 PM

Yup all tracks. Go to sleep, I'm right behind. Thanks for everything Ron

Sent from my iPhone

> On Feb 24, 2015, at 3:58 PM, Lewis, Ronald MG SD (b)(6) wrote:
>
(b)(5)

> Ron
>
>
>
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: February 24, 2015, 3:33 PM EST
> To: Lewis, Ronald MG SD (b)(6)
> Subject: sched
>
(b)(5)

(b)(5) Ash
>
> Sent from my iPad

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: FW:Defeating ISIL Takes Diplomatic, Military Effort, Carter Says
Date: Monday, February 23, 2015 8:41:44 PM

---- Original Message ----

From: DoD News, Defense Media Activity (b)(6)
Date: February 23, 2015, 7:53 PM EST
To: Lewis, Ronald F MG USARMY (US) (b)(6)
Subject: Defeating ISIL Takes Diplomatic, Military Effort, Carter Says

You are subscribed to DoD News, Defense Media Activity for U.S. Department of Defense. This information has recently been updated, and is now available.

Defeating ISIL Takes Diplomatic, Military Effort, Carter Says [http://www.defense.gov/news/newsarticle.aspx?id=128231&source=GovDelivery] 02/23/2015 06:37 PM CST

Defeating ISIL Takes Diplomatic, Military Effort, Carter Says

DoD News, Defense Media Activity

WASHINGTON, Feb. 23, 2015 - Dealing a lasting defeat to the Islamic State of Iraq and the Levant will require "a combined diplomatic and military effort," Defense Secretary Ash Carter told reporters today at Camp Arifjan, Kuwait, after he concluded a conference there with ambassadors and senior U.S. and regional military leaders.

Click photo for screen-resolution image [http://www.defense.gov/dodcmsshare/newsstoryphoto/2015-02/scr_hires_150223-D-NI589-1092c.jpg?source=GovDelivery]"
U.S. Defense Secretary Ash Carter holds a press conference after meeting with senior commanders attending a regional security conference on Camp Arifjan, Kuwait, Feb. 23, 2015. During the meeting, Carter and other defense leaders discussed strategies for dealing with the Islamic State of Iraq and the Levant, or ISIL, and other regional threats to partner and ally nations. DoD photo by Glenn Fawcett"
(Click photo for screen-resolution image);high-resolution image [http://www.defense.gov/dodcmsshare/newsstoryphoto/2015-02/hrs_hires_150223-D-NI589-1092c.jpg?source=GovDelivery] available.

Earlier in the day during a troop talk at Camp Arifjan, Carter said he convened the conference to "begin to make my own assessment of the campaign to counter ISIL."

Carter thanked the conference participants, noting that "many traveled a significant distance on short notice to be here, and I sincerely appreciate it."

Wide-ranging Discussion

He added, "We had an incisive, candid, wide-ranging discussion."

There were no briefings during the conference, said Carter, noting it featured participants' sharing "of experience and ideas and expertise, and it made me very proud of the American team here in this region working on this problem of ISIL."

Conference participants reflected on the "seriousness and the complexity of the threat posed by ISIL, especially in an interconnected and networked world," the secretary said.

"Lasting defeat of this brutal group can and will be accomplished," he said. "But I learned some things that we'll need to guide our effort to do so.

"First, doing so, that is achieving the lasting defeat of ISIL, will require a combined diplomatic and military effort," Carter continued. "That was abundantly confirmed by our discussion, and was affirmed or rather affirms the bringing together of this unique grouping of political and military leaders."

Second, although he's cognizant "of the great strength of the coalition the United States has assembled and leads in this struggle," Carter said there's a need "to leverage further the individual contributions of each."

Third, he added, while the center of gravity of the anti-ISIL campaign is in Iraq and Syria, "it has ramifications in other regions of the world that need to be taken into account also in our approach."

Fourth, ISIL's "use of social media will be pressing us to be more creative in combating it in the information dimension as well as the physical dimension," Carter said.

The secretary also said that discussion among conference participants indicated to him that ISIL "is hardly invincible."

Anti-ISIL Efforts 'Having Some Important Impacts'

Coalition anti-ISIL efforts to date "have already been having some important impacts," Carter said.

He added, "Our global coalition is up to the task, and so is American leadership, which has shone through -- throughout the course of this campaign."

Carter described today's conference as "very productive and very valuable, and you should expect to see more consultations like this by me in the future, convening senior leaders from across our government and sometimes experts from outside of it to ensure that our nation's defense is as dynamic as the challenges before it."

At the conclusion of his remarks, Carter took questions from the press. One reporter asked him about the importance of a political-military balance in the fight against ISIL.

Political-Military Dimensions 'Closely Interconnected'

Carter acknowledged that the anti-ISIL campaign in Syria does have both political and military dimensions.

"They're closely interconnected," the secretary said. "We had an opportunity to review today the train and equip effort that is beginning in Syria, but I need to remind you and very much in the spirit of your question that -- and as the discussion certainly indicated there, our campaign in Syria, like our campaign in Iraq, has an important political dimension to it. And we discussed that also: they're both important, they're both essential, both the political and the military dimension."

Another reporter asked Carter if there would be any fundamental changes to the anti-ISIL strategy.

The secretary replied that the coalition recognizes the need to employ a combined political and military effort against ISIL.

"I think that's crucial, and I think that's understood by all, and it's reflected in what we're trying to do," Carter explained. "I think that we have clearly in focus the idea that this can't be a purely American thing, that it truly is a coalition effort and needs to be a coalition effort to succeed. I think it was clear to us that we can't neatly partition it geographically, that it has global evocations."

Conference participants' discussions "reinforced the idea of the need to stitch all of the different aspects of this together, and that the leaders that I met with today are to a remarkable degree doing that," Carter said.

'Working Closely Together'

He added, "And this bringing them together was a further effort to work across geographies and work across functions to make sure that we are in fact all working closely together. And to a large extent, these folks have been doing that already. But I think today's meeting reinforced that and gave them yet [another] opportunity to do that, and me to do that with them."

Carter was also asked about his confidence level of building an anti-ISIL force. The secretary responded that providing good military training to people from other lands is a core skill of the U.S. military.

"It's become a skill of many of our coalition partners, knowing how to train others, how to work with and through others, how to enable and use U.S. capabilities to enable the capabilities of others and to make sure that ... we conduct all these activities in a way that's consistent with American values," the secretary said. "We're good at all that. We've been doing that in many contexts for quite awhile."

Providing training is "one of the key lessons that we learned in Iraq and Afghanistan," Carter said. "It's one of the key skills we honed in Iraq and Afghanistan, and I don't think there's any military that does it better."

Biographies:
Ash Carter [http://www.defense.gov/bios/biographydetail.aspx?biographyid=186&source=GovDelivery]

Related Sites:
Special Report: Travels With Ash Carter [http://www.defense.gov/home/features/2015/0215_carter1/?source=GovDelivery]
Media Availability With Secretary Carter at Camp Arifjan, Kuwait [http://www.defense.gov/Transcripts/Transcript.aspx?TranscriptID=5597&source=GovDelivery]
Photo Essay: Carter Visits Troops, Leaders in Kuwait [http://www.defense.gov/photoessays/PhotoEssaySS.aspx?ID=6013&source=GovDelivery]
Remarks by Secretary Carter at a Troop Event at Camp Arifjan, Kuwait [http://www.defense.gov/Transcripts/Transcript.aspx?TranscriptID=5596&source=GovDelivery]
U.S. State Department Note Kuwait [http://www.state.gov/r/pa/ei/bgn/35876.htm?source=GovDelivery]
Camp Arifjan [http://www.arcent.army.mil/about-us/fact-sheets/asg-kuwait?source=GovDelivery]
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Have another inquiry? Visit the online FAQ at http://www.defense.gov/landing/questions.aspx [http://www.defense.gov/landing/questions.aspx?source=GovDelivery] for up-to-date information.

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Check out the National Resource Directory at www.nationalresourcedirectory.org [http://www.nationalresourcedirectory.org/?source=GovDelivery], a new web-based resource for wounded, ill and injured service members, veterans, their families, families of the fallen and those who support them from the Departments of Defense, Labor, and Veterans Affairs.

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Updates from the U.S. Department of Defense

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: FW:SecDef Trip Item from NYT: "Defense Chief Vouches for U.S. Strategy on ISIS"
Date: Monday, February 23, 2015 8:38:44 PM

---- Original Message ----

From: OSD Pentagon PA Mailbox Media Analysis (b)(6)
Date: February 23, 2015, 8:30 PM EST
To: Bardorf, Rene' C SES OSD (US) (b)(6) COLBURN, CHRISTOPHER B (Brent) SES OSD PA (US) (b)(6) Charles, D Kay CIV OSD PA (US) (b)(6) (b)(6) Fanning, Eric K HON USAF (US) (b)(6) (b)(6) JS Pentagon OCJCS List OCJCS DOM PA (b)(6) Kirby, John F RADM USN OSD PA (US) (b)(6) Leavitt, Jeannie Col SD (b)(6) Lewis, Ronald MG SD (b)(6) Morris, David Col SD (b)(6) OSD Pentagon PA List Press Officers (b)(6) (b)(6) OSD Pentagon PA Mailbox Media Analysis OSD Pentagon RSRC MGMT List PA-SecDef Speechwriters MBX (b)(6) Punyani, Sameer CIV SD (b)(6) SWARTOUT, JAMES L (James) CIV (US) (b)(6) Spiegel, Richard W COL USARMY OSD PA (US) (b)(6) Whitman, Bryan G SES OSD PA (US) (b)(6) Woog, Carlin R (Carl) SES OSD PA (US) (b)(6)
Subject: SecDef Trip Item from NYT: "Defense Chief Vouches for U.S. Strategy on ISIS"

Defense Chief Vouches for U.S. Strategy on ISIS
New York Times | Michael Schmidt

CAMP ARIFJAN, Kuwait - The new defense secretary, Ashton B. Carter, said Monday after meeting with senior American military and diplomatic officials in Kuwait that the Obama administration had "the ingredients of the strategy" to defeat Islamic State militants in Iraq and Syria.

In describing an approach that has included political and economic pressure in addition to military force, Mr. Carter said the United States now needed to better use the assistance of other countries in the international coalition that has come together to fight the Islamic State, also known as ISIS or ISIL.

Mr. Carter also said that despite the concerns and challenges surrounding the arming and training of Syrian rebels - whose allegiances may not ultimately line up with the United States' - the American military would be able to balance the risk.

"We have a lot of experience in doing this," Mr. Carter said, referring to equipping the rebels.

The military can "make sure that we conduct these activities in a way that is consistent with American values - we are good at all that," he said. "I would say it is one of the key lessons that we learned in Iraq and Afghanistan."

The statements by Mr. Carter were the most detailed ones he has made about the Islamic State since he was sworn in as defense secretary last Tuesday.

Shortly before the news conference, Mr. Carter met with more than 20 senior military commanders and ambassadors from the region. Among those who attended were Lt. Gen. James L. Terry, the commander of the international coalition fighting the Islamic State; John R. Allen, the retired general who now serves as the diplomatic envoy coordinating the coalition; and Brett H. McGurk, the State Department's top Iraq expert.

While Mr. Carter endorsed the administration's strategy, he said there were aspects that needed to improve, like the efforts to combat the Islamic State's use of social media.

"ISIL's use of social media will be pressing us to be more creative in combating it in the information dimension as well as the physical dimension," Mr. Carter said.

The meeting also provided an update on the battle going on in Iraq's Anbar Province, where about 800 members of the Iraqi security forces were staging a counterattack against Islamic State forces that had taken the town of Baghdadi, on the Euphrates River.

Iraq's ability to rally its military forces after they were badly routed by the Islamic State last summer has been held up by officials as a central part of the strategy to retake crucial parts of the country from the militants, particularly places like the northern city of Mosul. To that end, the battle for Baghdadi, which was said to have started last week, will be watched closely.

General Terry said he was optimistic about the Iraqi forces' operation. "Pretty confident the Iraqis retake this," he said. "I think they have the right forces out there to do it."

On another front, General Terry said, Kurdish security forces in Kisik Junction, a city west of Mosul, successfully got ahead of an attack by Islamic State fighters there. Notified by the Kurds, the United States killed at least 127 Islamic State fighters with airstrikes in the area, which is important because it controls important supply routes that would allow the Islamic State to easily move weapons and fighters.

"The capabilities that we are seeing in the Iraqi security forces are growing. At the same time what I think we are not seeing on the part of Daesh is as important also - we are not seeing these broad counteroffenses," General Terry said, using the Arabic nickname for the Islamic State.

The group "is not using the same tactics, techniques and procedures they used in the past when we first started this" in the summer, he said.

(b)(6)
Office of the Assistant Secretary of Defense (Public Affairs)
Media Analysis (OMNITEC Solutions, Inc.)
(b)(6)

From: Ashton Carter
To: Lewis, Ronald MG SD
Subject: Come in Plz
Date: Sunday, February 22, 2015 9:08:31 AM

Sent from my iPhone

From: Lewis, Ronald MG SD
To: Ashton Carter
Subject: RE: Test
Date: Sunday, February 22, 2015 6:41:00 AM

---

roger

-----Original Message----- (b)(6)
From: Ashton Carter [mailto
Sent: Sunday, February 22, 2015 6:14 AM
To: Lewis, Ronald MG SD
Subject: Test

Sent from my iPhone

From:	Ashton Carter
To:	Lewis, Ronald MG SD
Subject:	Re:
Date:	Saturday, February 21, 2015 9:21:26 PM

No attachment

Sent from my iPhone

> On Feb 22, 2015, at 5:15 AM, Lewis, Ronald MG SD (b)(6) wrote:
>
> Sir here is my SD email
> Vr
> Ron
>
>

From: Fanning, Eric HON SD
To: Rosenbach, Eric HON SD
Subject: FW: Another name for you
Date: Wednesday, April 29, 2015 1:30:05 PM
Attachments: (b)(6)
ATT00002.htm

Do you know this one? Of course the boss likes him: (b)(5)

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Sunday, April 26, 2015 4:23 PM
To: Fanning, Eric HON SD
Subject: Fwd: Another name for you

(b)(5)

Sent from my iPad

Begin forwarded message:

> From: Liz Sherwood-Randall (b)(6)
> Date: April 2, 2015 at 10:34:44 AM EDT
> To: Ashton Carter (b)(6)
> Subject: Another name for you
>
> Potential member of crack front office team.
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > From: LSRS2 (b)(6)
> > Date: April 2, 2015 at 9:52:48 AM EDT
> > To: 'Elizabeth Sherwood-Randall' (b)(6)
> > Subject: FW: (b)(6) CV
> >
> > I've just sent this resume to Eric; you may want to look at (b)(6) for front office team.

(b)(6)

(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Friday SD Hearing Prep: Foreign Policy (27FEB 0930-1100)
Date: Thursday, September 24, 2015 8:52:30 AM

> From: (b)(6)
> Subject: Re: Friday SD Hearing Prep: Foreign Policy (27FEB 0930-1100)
> Date: Thu, 26 Feb 2015 20:03:38 -0500
> To: (b)(6)
>
> Got it tnx
>
> Sent from my iPhone
>
> > On Feb 26, 2015, at 7:29 PM, Lewis, Ronald MG SD (b)(6) wrote:
> >
> > Sending home some (b)(5) info in your book as well.
> >
> > -----Original Message-----
> > From: Ashton Carter (b)(6)
> > Sent: Thursday, February 26, 2015 7:22 PM
> > To: Lewis, Ronald MG SD
> > Cc: Fanning, Eric HON SD
> > Subject: Re: Friday SD Hearing Prep: Foreign Policy (27FEB 0930-1100)
> >
> > Copy tnx guys
> >
> > Sent from my iPhone
> >
> >> On Feb 26, 2015, at 7:14 PM, Lewis, Ronald MG SD (b)(6) wrote:
> >>
> >> Secretary,
> >> Here is the plan for tomorrow morning's prep session focused on Policy. (b)(5)
(b)(5) ...I'm pushing on the team.
> >> See you in the morning
> >> Vr
> >> Ron
> >>
> >> -----Original Message-----
> >> From: (b)(6)
> >>
> >>
> >> Eric, MG Lewis,
> >>
> >> For tomorrow's prep session, Policy has narrowed the scope to the following list:
(b)(5)

(b)(5)

> >> Policy papers: Policy is finalizing updated papers for tomorrow's session; however, given the time, I have advised to hold the papers and make adjustments after the prep tomorrow for SD's Friday/Saturday reading time.
> >>
> >> Please let me know if there are any questions/concerns.
> >>
> >> Best regards,
> >> (b)(6)
> >>
> >>
> >> Special Assistant to the Secretary of Defense
> >> (b)(6)
> >>
> >>
> >>
> >>

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: TPs for phone call
Date: Thursday, September 24, 2015 10:08:33 AM

From: (b)(6)
Subject: Re: TPs for phone call
Date: Sat, 2 May 2015 16:04:29 -0400
To: (b)(6)
CC: SecDef (b)(6)

Reading now. I can do earlier in morn between 9 and 1130. Ash

Sent from my iPhone

On May 2, 2015, at 3:51 PM, Lewis, Ronald MG SD (b)(6) wrote:

SD

(b)(5)

(b)(6) Please let us know if you're good with these TPs and if you're good with locking in 1300 tomorrow for the call.

Vr
Ron

(b)(5)

From:	Lewis, Ronald MG SD
To:	SecDef (b)(6) Fanning, Eric HON SD
Subject:	FW: Updated Bloomberg Meeting Attendees
Date:	Monday, April 27, 2015 9:36:02 AM

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: (b)(6)
Date: April 27, 2015, 9:33 AM EDT
To: Lewis, Ronald MG SD (b)(6)
CC: (b)(6)
Subject: Updated Bloomberg Meeting Attendees

Sir,

Updated meeting attendees for Bloomberg.

Thank you.

Mike Bloomberg

Kevin Sheekey, Head of Govt Affairs

Sally Donnelly Communications, Bloomberg

(b)(6)
Advance Officer
Office of The Secretary of Defense
(b)(6)

(b)(6)

From: Ashton Carter (b)(6)
Sent: Tuesday, May 19, 2015 8:17 PM
To: (b)(6) Rosenbach, Eric HON SD; Fanning, Eric HON SD
Subject: Fwd: Honoring Bill Perry: A Special Invitation from NTI

Sent from my iPhone

Begin forwarded message:

From: "Sam Nunn" (b)(6)
Date: May 19, 2015 at 4:12:07 PM EDT
To: "Ashton Carter" (b)(6)
Subject: Honoring Bill Perry: A Special Invitation from NTI

You may know Bill Perry as a...<https://s3.amazonaws.com/prod-images.genius.com/4586/76186/header-final.jpg>
Mathematician, engineer, businessman, civic leader, advisor to heads of state, former U.S. Secretary of Defense, recipient of the Presidential Medal of Freedom, and expert in U.S. foreign policy, arms control, and national security,

At the Nuclear Threat Initiative, we know him as a founding board member and friend.<https://s3.amazonaws.com/prod-images.genius.com/4586/76186/c1.gif>
You are cordially invited to join
(b)(6) and George Shultz
Elizabeth Holmes
and
Sam Nunn
for a special event in honor of Bill Perry, one of our nation's most creative, dedicated, and outstanding public servants.

"Driving Innovation in a World of Increasing Risk"
A half-day seminar with distinguished panelists, with a reception to follow

Tuesday, June 16, 2015
2:00pm – 5:00pm

On the Theranos Campus
1701 Page Mill Road
Palo Alto, California 94304

Please click to here to RSVP (b)(6)

Building a Safer World<https://s3.amazonaws.com/prod-images.genius.com/4586/76186/footer(1).png>

This e-mail was sent to (b)(6)
Nuclear Threat Initiative, 1747 Pennsylvania Avenue NW, 7th Floor, Washington, DC 20006 To manage your NTI subscriptions, please click here (b)(6)
If you no longer wish to receive e-mail messages from contact@nti.org, please click here
(b)(6)

(b)(6)

From: Ashton Carter
To: (b)(6) Fanning, Eric HON SD
Subject: Fwd: TIME SENSITIVE Dinner Party Invite (CHARLIE ROSE) - Sat., May 16
Date: Thursday, May 14, 2015 5:28:28 PM

FYI. Obviously not

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: May 14, 2015 at 2:55:58 PM EDT
To: (b)(6)
Cc:
Subject: TIME SENSITIVE Dinner Party Invite (CHARLIE ROSE) - Sat., May 16

Hi Ash – Please see dinner party invitation from Charlie Rose for Saturday night.

From: (b)(6)
Sent: Thursday, May 14, 2015 3:00 PM
To: (b)(6)
Subject: Invite link (Charlie Rose)

(b)(6)

From: Charlie Rose [mailto:paperlesspost@paperlesspost.com]
Sent: Thursday, May 14, 2015 2:59 PM
To: (b)(6)
Subject: Dinner Party Invite

Paperless Post <https://www.paperlesspost.com?mkey=Z3JldGNqZW5fYmFydGxldHRAaGFydmFyZC5lZHU%3D&preconfirmed_token=3204063-e3ddd37a&utm_campaign=rsvp_nenv&utm_medium=email&utm_source=event>

For: Ashton Carter

(b)(6)

DINNER BUFFET & GARDEN PARTY
Saturday, May 16th at 8:00 PM

(b)(6)

From:	Ashton Carter
To:	Fanning, Eric HON SD; Rosenbach, Eric HON SD; Lewis, Ronald MG SD; SecDef (b)(6)
Subject:	Fwd: US troops against ISIL
Date:	Monday, June 08, 2015 5:21:52 AM

FYI. Also show to bob w. Ash

Sent from my iPad

Begin forwarded message:

From: Wesley Clark (b)(6)
Date: May 29, 2015 at 7:07:02 PM EDT
To: Ashh Carter (b)(6)
Subject: US troops against ISIL

Dear Ash,

(b)(5)

(b)(5)



All the best,
Wes.

(b)(6)

From: Ashton Carter (b)(6)
Sent: Friday, March 27, 2015 3:46 PM
To: Fanning, Eric HON SD; Lewis, Ronald MG SD
Subject: Fwd:

Sent from my iPhone

Begin forwarded message:

From: Dov Zakheim (b)(6)
Date: March 27, 2015 at 3:30:10 PM EDT
To: Ash Carter (b)(6)
Subject: Fwd:

Hi Mr. Secretary,

I am writing to ask if you might be willing to be the honoree at the Center for the National Interest's Annual Dinner in DC. (I am Vice-Chairman of the Center).In the past we honored Bill Cohen and Bob Gates when they held office as SecDef. We have also honored Mike Mullen, when he was CJCS (he is now a member of our board) and, at another dinner, Dave Petraeus when he was CIA Director. We have also honored a number of Senators, including then-Senate Arms Service Committee Chairman, John Warner and earlier Senator John McCain.

We normally hold our dinner in June, but can do it in September if that better suits your schedule.

I really hope you're willing to do this.

Warmest regards to (b)(6)

I hope to see you soon,

Dov

(b)(6)

From: Lewis, Ronald MG SD
Sent: Sunday, May 17, 2015 8:57 AM
To: SecDef (b)(6)
Cc: (b)(6) Fanning, Eric HON SD

SD,
Policy is working the RFI/TPs for the call (b)(5) I'll get those to you as soon as I have them. Is there a time window that works best for you today or a window of time you want to avoid as the team works with (b)(5) to set up the call?
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

From: Lewis, Ronald MG SD
To: "Ashton Carter"; SecDef (b)(6)
Cc: Fanning, Eric HON SD; (b)(6)
Subject: press conference today
Date: Tuesday, April 28, 2015 10:09:25 AM

Sir,
We recommend (b)(5)
(b)(5)

Vr
Ron

(b)(6)

From: Ashton Carter (b)(6)
Sent: Saturday, February 28, 2015 2:59 PM
To: Fanning, Eric HON SD
Cc: Lewis, Ronald MG SD
Subject: Re: Corker

Ok. 11th it is (b)(5)

(b)(5) Ash

Sent from my iPhone

> On Feb 28, 2015, at 2:52 PM, Fanning, Eric HON SD (b)(6) wrote:
>
>

(b)(5)

(b)(6)

From: Lewis, Ronald MG SD
Sent: Monday, March 02, 2015 8:56 AM
To: 'Ashton Carter'; Fanning, Eric HON SD
Subject: RE: Enroute

roger

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Monday, March 02, 2015 8:54 AM
To: Lewis, Ronald MG SD; Fanning, Eric HON SD
Subject: Enroute

Let's take a walk while we get organized

Sent from my iPhone

(b)(6)

From: Fanning, Eric HON SD
Sent: Wednesday, April 29, 2015 1:39 PM
To: 'Ashton Carter'; (b)(6)
Subject: RE: Memorial for John Steinbruner

Boss - (b)(5)

(b)(5) I will get a contact for you and we will arrange a call if you like.

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Wednesday, April 29, 2015 1:21 PM
To: (b)(6) Fanning, Eric HON SD
Subject: Fwd: Memorial for John Steinbruner

For calendar discussion

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: April 29, 2015 at 1:04:10 PM EDT
To: Ash Carter (b)(6)
Subject: Memorial for John Steinbruner

Dear Ash,

I know that you knew John well and co-authored books and papers with him; (b)(6) mentioned that you asked to visit John just before he died but he was too weak for visitors. We are planning a memorial event for John at the University of Maryland at 4 pm on May 19 and we would be honored if you could attend. If you can attend, we would be grateful if you could give brief remarks. I do, of course, understand that your schedule is very full, but please let me know, either way.

Best - (b)(6)

(b)(6)

University of Maryland
College Park, MD 20742-5031

(b)(6)

From:	Lewis, Ronald MG SD
To:	"Ashton Carter"; Fanning, Eric HON SD
Subject:	RE: Plz get (b)(6) to get me coffee at hearing
Date:	Tuesday, March 03, 2015 1:31:05 PM

Will Do

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Tuesday, March 03, 2015 1:30 PM
To: Lewis, Ronald MG SD; Fanning, Eric HON SD
Subject: Plz get (b)(6) to get me coffee at hearing

Sent from my iPhone

(b)(6)

From: Ashton Carter (b)(6)
Sent: Sunday, May 10, 2015 5:53 PM
To: Lewis, Ronald MG SD
Cc: Rosenbach, Eric HON SD; (b)(6) SecDef (b)(6) Fanning, Eric HON SD; (b)(6) (b)(6)
Subject: Re: sched

yup

Sent from my iPad

> On May 10, 2015, at 5:50 PM, "Lewis, Ronald MG SD" (b)(6) wrote:
>
> (b)(5) You available for a quick call?
> Vr
> Ron
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: May 10, 2015, 5:44 PM EDT
> To: Fanning, Eric HON SD (b)(6)
> (b)(6) Ron Lewis (b)(6) Rosenbach, Eric
> HON SD (b)(6) (b)(6) <SecDef (b)(6)
> Subject: sched
>
> I see two things on a Monday that don't seem essential unless I'm missing something (b)(5)
(b)(5)

> Any of these would take precedence. Ash
>
> Sent from my iPad

From: Fanning, Eric HON SD
To: "Ashton Carter"; Lewis, Ronald MG SD; (b)(6)
Subject: RE: Catching up
Date: Tuesday, April 21, 2015 7:44:03 AM

Have not seen anything either.

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Tuesday, April 21, 2015 7:15 AM
To: Fanning, Eric HON SD; Lewis, Ronald MG SD; (b)(6)
Subject: Fwd: Catching up

Sent from my iPad

Begin forwarded message:

From: (b)(6)
To: "Ashton B. Carter" (b)(6) "Dr. Ashton B. Carter" (b)(6)
Cc: (b)(6)
Subject: Catching up

Dear Dr. Carter,

I hope you are doing well. We have been following through the DoD website and we know you are very busy.

Just wanted you let you know that I have reached out to your aide and asking to assist us with couple challenges issues for our warriors and families.

Please know that there is always room for improvement with some of the rules and regulations and laws, because most of them they don't accommodate our warriors and families. Most of them have a timeline in the recovery of submission of the paperwork, but not to blow off your mind some of them were never brief or offer at the time of hospitalization because the staff didn't know they exist.

I have a list of couple of the issues, I know you are very busy taking care of our nation but I am confident that your staff. can guide us to make this successful.

Hopefully one of this days we see you again, in the meantime please know you are always in our prayers and we hold you close to our hearts.

Lot's of love and hugs!

v/r

(b)(6)

"Warriors First"
Sent from my Sprint phone.

P.S (b)(6)

Army Strong!

From: Lewis, Ronald MG SD
To: "Ashton Carter"; Fanning, Eric HON SD; (b)(6)
Subject: RE: Catching up
Date: Tuesday, April 21, 2015 7:23:47 AM

Haven't seen any traffic from (b)(6) I'll reach out and see what the issues are.
Vr
Ron

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Tuesday, April 21, 2015 7:15 AM
To: Fanning, Eric HON SD; Lewis, Ronald MG SD; (b)(6)
Subject: Fwd: Catching up

Sent from my iPad

Begin forwarded message:

From: (b)(6)
To: "Ashton B. Carter" (b)(6) "Dr. Ashton B. Carter" (b)(6)
Cc: (b)(6)
Subject: Catching up

Dear Dr. Carter,

I hope you are doing well. We have been following through the DoD website and we know you are very busy.

Just wanted you let you know that I have reached out to your aide and asking to assist us with couple challenges issues for our warriors and families.

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I have a list of couple of the issues, I know you are very busy taking care of our nation but I am confident that your staff. can guide us to make this successful.

Hopefully one of this days we see you again, in the meantime please know you are always in our prayers and we hold you close to our hearts.

Lot's of love and hugs!

v/r

(b)(6)
"Warriors First"
Sent from my Sprint phone.

P.S (b)(6)
Army Strong!

From: Lewis, Ronald MG SD
To: "Ashton Carter"; Fanning, Eric HON SD; Rosenbach, Eric HON SD
Subject: RE: Enroute
Date: Tuesday, April 21, 2015 1:52:42 PM

Roger sir

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Tuesday, April 21, 2015 1:46 PM
To: Fanning, Eric HON SD; Lewis, Ronald MG SD; Rosenbach, Eric HON SD
Subject: Enroute

Good lunch. Need to backbrief

Sent from my iPhone

From: Lewis, Ronald MG SD
To: (b)(6)
Cc: Fanning, Eric HON SD; (b)(6) Rosenbach, Eric HON SD; (b)(6) SecDef (b)(6)
Subject: Re: For (b)(5)
Date: Saturday, May 09, 2015 2:28:25 PM

Roger

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: May 9, 2015, 2:27 PM EDT
To: Ron (b)(6)
CC: Fanning, Eric HON SD (b)(6) Ron Lewis (b)(6) Rosenbach, Eric HON SD (b)(6) SecDef (b)(6)
Subject: Re: For (b)(5)

(b)(5)

Sent from my iPhone

On May 9, 2015, at 1:52 PM, Ron (b)(6) wrote:

> Got it.
> Vr
> Ron
>
> Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone
>
> -------- Original message --------
> From: Ashton Carter
> Date:05/09/2015 13:18 (GMT-05:00)
> To: (b)(6) Ron Lewis
> Subject: Fwd: For (b)(5)
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> From: Ashton Carter (b)(6)
> Date: May 9, 2015 at 1:16:13 PM EDT
> To: Ron Lewis (b)(6)
> Subject: For (b)(5)

(b)(5)

Sent from my iPhone

From: Lewis, Ronald MG SD
To: (b)(6)
Cc: Fanning, Eric HON SD; (b)(6)
Subject: Re: Friday SD Hearing Prep: Foreign Policy (27FEB 0930-1100)
Date: Thursday, February 26, 2015 8:26:20 PM

Tracking
Vr
Ron

---- Original Message ----

From: Ashton Carter (b)(6)
Date: February 26, 2015, 8:03 PM EST
To: Lewis, Ronald MG SD (b)(6)
CC: (b)(6), Fanning, Eric HON SD (b)(6)
Subject: Re: Friday SD Hearing Prep: Foreign Policy (27FEB 0930-1100)

I am giving Psos my edits of testimony for (b)(5),(b)(6)

Sent from my iPhone

> On Feb 26, 2015, at 7:29 PM, Lewis, Ronald MG SD (b)(6) wrote:
>
> Sending home some (b)(5) info in your book as well.
>
> -----Original Message-----
> From: Ashton Carter (b)(6)
> Sent: Thursday, February 26, 2015 7:22 PM
> To: Lewis, Ronald MG SD
> Cc: Fanning, Eric HON SD
> Subject: Re: Friday SD Hearing Prep: Foreign Policy (27FEB 0930-1100)
>
> Copy tnx guys
>
> Sent from my iPhone
>
>> On Feb 26, 2015, at 7:14 PM, Lewis, Ronald MG SD (b)(6) wrote:
>>
>> Secretary,
>> Here is the plan for tomorrow morning's prep session focused on Policy. (b)(5) (b)(5) ..I'm pushing on the team.
>> See you in the morning
>> Vr
>> Ron
>>
>> -----Original Message-----
>> From: (b)(6)
>>
>>
>> Eric, MG Lewis,
>>
>> For tomorrow's prep session, Policy has narrowed the scope to the following list:
>>

(b)(5),(b)(6)

>>
>> Policy papers: Policy is finalizing updated papers for tomorrow's session; however, given the time, I have advised to hold the papers and make adjustments after the prep tomorrow for SD's Friday/Saturday reading time.
>>
>> Please let me know if there are any questions/concerns.
>>
>> Best regards,
>> (b)(6)
>>
>>
>> Special Assistant to the Secretary of Defense
>> (b)(6)
>>
>>
>>
>>

From: (b)(6)
To: Fanning, Eric HON SD
Subject: Re: Fwd: Upcoming Business Roundtable Meeting
Date: Friday, May 01, 2015 6:48:58 PM

Sir-

Consensus in the front office is that this date does not work as you are addressing the Reserve Force Policy Board already on the afternoon of 9 June AND speaking at a dinner, where you are being honored.

This is a quarterly meeting and we can regret but ask to be invited again in the future.

(b)(6)

From: Ashton Carter (b)(6)
Sent: Friday, May 01, 2015 05:34 PM
To: Fanning, Eric HON SD; (b)(6)
Subject: Fwd: Upcoming Business Roundtable Meeting

I like brt if possib

Sent from my iPhone

Begin forwarded message:

> From: "Hayes, John A (John)" (b)(6)
> Date: May 1, 2015 at 3:35:24 PM EDT
> To: (b)(6)
> Subject: Upcoming Business Roundtable Meeting
>
> Dear Ash,
>
> I trust all is well with you. It gives us great pride to have people like you in office. I hope that your new responsibilities are fulfilling your expectations as well!
>
> I was on the phone today with Governor John Engler and (b)(6) of the BRT discussing our upcoming meeting on June 9 in Washington. They told me that they had an invitation out to you to speak. It would be terrific if you were able and it would be great to see you and say hello.
>
> With best regards,

John

This message and any enclosures are intended only for the addressee. Please notify the sender by email if you are not the intended recipient. If you are not the intended recipient, you may not use, copy, disclose, or distribute this message or its contents or enclosures to any other person and any such actions may be unlawful. Ball reserves the right to monitor and review all messages and enclosures sent to or from this email address.

From: Fanning, Eric HON SD
To: (b)(6)
Cc: Rosenbach, Eric B HON (US); Lewis, Ronald MG SD
Subject: Re: Fwd: Upcoming Business Roundtable Meeting
Date: Friday, May 01, 2015 6:31:47 PM

Absolutely. Thanks, (b)(6)

---- Original Message ----

From: (b)(6)
Date: May 1, 2015, 6:01 PM EDT
To: Fanning, Eric HON SD (b)(6)
CC: Lewis, Ronald MG SD Rosenbach, Eric B HON (US)
(b)(6)
Subject: Re: Fwd: Upcoming Business Roundtable Meeting

Mr. Fanning-

This is one in the binder that we think is a great event to do BUT this date does not work as he is addressing the Reserve Force Policy Board already that afternoon AND speaking at a dinner, where he is being honored.

This is a quarterly meeting and (b)(5)
(b)(5)
(b)(6)

From: Ashton Carter [mailto (b)(6)
Sent: Friday, May 01, 2015 05:34 PM
To: Fanning, Eric HON SD; (b)(6)
Subject: Fwd: Upcoming Business Roundtable Meeting

I like brt if possib

Sent from my iPhone

Begin forwarded message:

> From: "Hayes, John A (John)" (b)(6)
> Date: May 1, 2015 at 3:35:24 PM EDT
> To: (b)(6)
> Subject: Upcoming Business Roundtable Meeting
>
> Dear Ash,

I trust all is well with you. It gives us great pride to have people like you in office. I hope that your new responsibilities are fulfilling your expectations as well!

I was on the phone today with Governor John Engler and LeAnne Wilson of the BRT discussing our upcoming meeting on June 9 in Washington. They told me that they had an invitation out to you to speak. It would be terrific if you were able and it would be great to see you and say hello.

With best regards,

John

This message and any enclosures are intended only for the addressee. Please notify the sender by email if you are not the intended recipient. If you are not the intended recipient, you may not use, copy, disclose, or distribute this message or its contents or enclosures to any other person and any such actions may be unlawful. Ball reserves the right to monitor and review all messages and enclosures sent to or from this email address.

From: Fanning, Eric HON SD
To: (b)(6)
Cc: Rosenbach, Eric HON SD; Lewis, Ronald MG SD
Subject: RE: (b)(5) called me last night
Date: Saturday, May 09, 2015 10:10:36 AM

Will do.

---- Original Message ----

From: Ashton Carter (b)(6)
Date: May 9, 2015, 9:40 AM EDT
To: Fanning, Eric HON SD (b)(6) Rosenbach, Eric HON SD (b)(6)
CC: Lewis, Ronald MG SD
Subject: Fwd: (b)(5) called me last night

Let me know monday (b)(5)

Sent from my iPad

Begin forwarded message:

From: (b)(6)
Date: May 9, 2015 at 6:14:54 AM EDT
To: Ash Carter (b)(6)
Subject: (b)(5) called me last night

Ash.
(b)(5)

Frank

Sent from my iPhone

From: Ashton Carter
To: Fanning, Eric HON SD
Cc: SecDef (b)(6) Rosenbach, Eric HON SD
Subject: Re: Private - Pls Share w/SD
Date: Sunday, May 10, 2015 5:14:58 PM

I'll read this on paper tmrw. (b)(5),(b)(6)
(b)(5)

Sent from my iPad

> On May 10, 2015, at 5:07 PM, "Fanning, Eric HON SD" (b)(6) wrote:
>
>
>
> Boss - attached is (b)(5),(b)(6) Eric and I will be ready to discuss it with you tomorrow.
>
> Best,
>
> Eric
>
>
> ---- Original Message ----
>
> From: (b)(6)
> Date: May 10, 2015, 4:47 PM EDT
> To: Fanning, Eric HON SD (b)(6) Rosenbach, Eric HON SD
(b)(6)
> Subject: Private - Pls Share w/SD
>
> Hi,
>
(b)(5)
>
> Happy to discuss further tomorrow.
>
> Thanks
> (b)(6)
>
>
> (b)(5)
>

(b)(5)

(b)(5)

(b)(5)

(b)(5)

From:	Fanning, Eric HON SD
To:	(b)(6)
Cc:	Rosenbach, Eric HON SD; Lewis, Ronald MG SD
Subject:	RE: PTSD: The War Disorder That Goes Far Beyond the Battlefield | Vanity Fair
Date:	Saturday, May 09, 2015 8:29:35 PM

Roger. Will check with Brent, too.

---- Original Message ----

From: Ashton Carter (b)(6)
Date: May 9, 2015, 7:48 PM EDT
To: Fanning, Eric HON SD (b)(6) Lewis, Ronald MG SD (b)(6)
Rosenbach, Eric HON SD
Subject: Fwd: PTSD: The War Disorder That Goes Far Beyond the Battlefield | Vanity Fair

Interested in (b)(5) views of this article

Sent from my iPhone

Begin forwarded
> http://www.vanityfair.com/news/2015/05/ptsd-war-home-sebastian-junger?mbid=social_twitter
>
>
> Sent from my iPhone

From:	Ashton Carter
To:	Lewis, Ronald LTG SD
Cc:	Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef (b)(6) Ron Lewis
Subject:	Re: Slides
Date:	Sunday, July 05, 2015 11:32:41 AM

(b)(5)

Sent from my iPhone

> On Jul 5, 2015, at 10:16 AM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> Copy. I'll pass on your thanks to the team. (b)(5)
(b)(5) Let us work the manifest and (b)(6) avail. 10 seats on the G5.
> Vr
> Ron
>
> -----Original Message-----
> From: Ashton Carter (b)(6)
> Sent: Sunday, July 05, 2015 10:10 AM
> To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef (b)(6) Ron Lewis; Ron Lewis
> Subject: Slides
>
> Ron -- I got final mayville email from 7 pm yest the fourth. All good to go. Thank (b)(6) and front office team.
>
> Break. I will work domestic trip today. (b)(5),(b)(6) Ash
>
> Sent from my iPhone

From:	Lewis, Ronald LTG SD
To:	"Ashton Carter"; Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef (b)(6) Ron Lewis
Subject:	RE: Slides
Date:	Saturday, July 04, 2015 7:56:36 PM

Copy. Thanks

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Saturday, July 04, 2015 7:56 PM
To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef (b)(6) Ron Lewis
Subject: Slides

Received incl mayville edits. Good to go. Tnx to all. Ash

Sent from my iPhone

From: Kendall, Frank III HON OSD OUSD ATL (US)
To: (b)(6)
Cc: (b)(6) Fanning, Eric HON SD; Lewis, Ronald MG SD; Rosenbach, Eric HON SD
Subject: Re: Speech
Date: Sunday, April 19, 2015 6:06:37 PM

Thanks, we actually do have a lot going on. (b)(5),(b)(6)
(b)(5)
Frank
Frank Kendall
USD(AT&L)

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Sunday, April 19, 2015 05:58 PM
To: Kendall, Frank III HON OSD OUSD ATL (US)
Cc: (b)(6) Fanning, Eric K SES (US); (b)(6)
(b)(6) Rosenbach, Eric HON SD
Subject: Re: Speech

I read the charts, and there's plenty in there. Ash

Sent from my iPhone

> On Apr 19, 2015, at 5:42 PM, Kendall, Frank III HON OSD OUSD ATL (US)
(b)(6) wrote:
>
> Got it.
> Frank
> Frank Kendall
> USD(AT&L)
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Sunday, April 19, 2015 05:12 PM
> To: Kendall, Frank III HON OSD OUSD ATL (US)
> Cc: (b)(6) Fanning, Eric K SES (US); (b)(6)
(b)(6) Rosenbach, Eric HON SD
> Subject: Re: Speech
>
> Franco -- yes, that sounds right. Some mix of examples, funding plans, and planning efforts. They won't know what a LRRDPP is, or probably care, and they prob don't know how much we spend on technology (for most of them, they will be surprised at how HIGH the numbers are). Tnx. Ash
>
> Sent from my iPad
>
>> On Apr 19, 2015, at 5:06 PM, Kendall, Frank III HON OSD OUSD ATL (US)
(b)(6) wrote:
>>
>> Mr. Secretary,
>> Re nuggets, do you just want a list of some of our more exciting planned and ongoing projects - with short descriptions? That's easy to generate. If you want new things we don't have in the budget yet, that's harder at this point. The work to define them for FY17 is still in progress under LRRDPP and through DSBs etc..
>> Frank
>> Frank Kendall
>> USD(AT&L)
>>

>> ----- Original Message -----
>> From: Ashton Carter (b)(6)
>> Sent: Sunday, April 19, 2015 04:16 PM
>> To: (b)(6) Fanning, Eric K SES (US); Ron Lewis (b)(6) Rosenbach, Eric HON SD
>> Cc: Kendall, Frank III HON OSD OUSD ATL (US)
>> Subject: Speech
>>
>> Eric and (b)(6) -- Some items re the speech draft:
>>
>> 1. (b)(6) -- I have devised an intro for the speech to replace the one that's in there, but I don't have time to type it. Can you give me a portable tape recorder and I'll dictate it for (b)(6) to type?
>> 2. E -- tell (b)(6) to begin making this leaner...there's too much fluff, too many windy transitions. I need to make room for more meat, and the wind is not my style. Tight.
>> 3. E -- I need more info, possibly to be included in speech text, regarding the nuggets that are in there now, namely,
>> a. DIU-X -- what is it, who is it, where is it,...
>> b. US Digital Service -- likewise
>> c. In-Q-Tel -- is the basic idea that we are making our first investment in In-Q-Tel, and choosing to add money to it rather than found our own new In-Q-Tel?
>> d. the two declassified cyber examples, what are they, why interesting?
>> e. cyber strategy, what is new and important?
>> 4. All: I'm going to need more info/nuggets on funding, ARPA, and our technology approach from Bob, Frank, and (b)(6) We will begin to collect that tmrw morn at our tech mtg.
>>
>> Ash

From: Rosenbach, Eric HON SD
To: (b)(6) Fanning, Eric HON SD; Lewis, Ronald MG SD
Subject: Re: Speech
Date: Sunday, April 19, 2015 4:57:03 PM

(b)(5)

E

----- Original Message -----
From: (b)(6)
Sent: Sunday, April 19, 2015 04:54 PM
To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; Lewis, Ronald MG SD
Subject: Re: Speech

(b)(5)

----- Original Message -----
From: Rosenbach, Eric HON SD
Sent: Sunday, April 19, 2015 04:44 PM
To: (b)(6) Fanning, Eric HON SD; Lewis, Ronald MG SD
Cc: (b)(6)
Subject: Re: Speech

Sir:
OK - got it on your points below and will start to work with (b)(6)
Eric

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Sunday, April 19, 2015 04:16 PM
To: (b)(6) Fanning, Eric HON SD; Lewis, Ronald MG SD; Rosenbach, Eric HON SD
Cc: Frank Kendall (b)(6)
Subject: Speech

Eric and (b)(6) - Some items re the speech draft:

1. (b)(6) -- I have devised an intro for the speech to replace the one that's in there, but I don't have time to type it. Can you give me a portable tape recorder and I'll dictate it for (b)(6) to type?
2. E -- tell (b)(6) to begin making this leaner...there's too much fluff, too many windy transitions. I need to make room for more meat, and the wind is not my style. Tight.
3. E -- I need more info, possibly to be included in speech text, regarding the nuggets that are in there now, namely,
a. DIU-X -- what is it, who is it, where is it,...
b. US Digital Service -- likewise
c. In-Q-Tel -- is the basic idea that we are making our first investment in In-Q-Tel, and choosing to add money to it rather than found our own new In-Q-Tel?
d. the two declassified cyber examples, what are they, why interesting?
e. cyber strategy, what is new and important?
4. All: I'm going to need more info/nuggets on funding, ARPA, and our technology approach from Bob, Frank, and (b)(6) We will begin to collect that tmrw morn at our tech mtg.

Ash

From: (b)(6)
To: Fanning, Eric HON SD
Cc: Lewis, Ronald MG SD
Subject: Re: Standing in front of hotel waiting...
Date: Wednesday, April 29, 2015 6:29:38 PM

Sir. Recommendation is that you would go Dutch.

So sorry for the delay in my response. Was in a PTA meeting.

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Wednesday, April 29, 2015 06:04 PM
To: Fanning, Eric HON SD; (b)(6)
Cc: Lewis, Ronald MG SD
Subject: Standing in front of hotel waiting...

In absence of info will gives desk my Visa card.

Sent from my iPhone

From: Lewis, Ronald MG SD
To: (b)(6)
Cc: Fanning, Eric HON SD; SecDef (b)(6)
Subject: Re: Syria Statement
Date: Saturday, May 16, 2015 7:39:16 AM

Copy thanks

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: May 16, 2015, 7:38 AM EDT
To: Lewis, Ronald MG SD (b)(6)
CC: Fanning, Eric HON SD SecDef (b)(6)
Subject: Re: Syria Statement

Go for it

Sent from my iPad

> On May 16, 2015, at 7:27 AM, Lewis, Ronald MG SD (b)(6) wrote:
>
> Sir,
> Below is the updated press release from last night's operation. (b)(5)
(b)(5)
(b)(5) Are you ok so we can get this released?
> Vr
> Ron
>
> Sent from my iPhone managed by BlackBerry Enterprise Service
>
> ---- Original Message ----
>
> From: Preston, Stephen W HON OSD OGC (US) (b)(6)
> Date: May 16, 2015, 7:12 AM EDT
> To: COLBURN, CHRISTOPHER B (Brent) SES OSD PA (US) (b)(6)
(b)(6) Winnefeld, James A Jr ADM USN JS OCJCS
(b)(6) Wormuth, Christine E CIV OSD OUSD POLICY (US)
(b)(6)
> CC: Fanning, Eric HON SD (b)(6) Lewis, Ronald MG SD (b)(6)
Rosenbach, Eric HON SD (b)(6) Warren, Steven H COL USARMY OSD PA (US)
(b)(6) Whitman, Bryan G SES OSD PA (US)
> Subject: Re: Syria Statement
>
> (b)(5) S
>
>
> From: (b)(6)
> Sent: Saturday, May 16, 2015 06:35 AM
> To: Preston, Stephen W HON OSD OGC (US); Wormuth, Christine E CIV OSD OUSD POLICY (US); COLBURN, CHRISTOPHER B (Brent) SES OSD PA (US); Winnefeld, James A Jr ADM USN JS OCJCS (US)
> Cc: Ronald F MG USARMY Lewis (US) (b)(6) Warren, Steven H COL USARMY OSD PA (US); Whitman, Bryan G SES OSD PA (US); Fanning, Eric K SES (US); Rosenbach, Eric HON SD
> Subject: Syria Statement

>
> Good morning all.
>
> Per MG Lewis' request. We would like your quick review of statement language below on last night's op.
>
> This is based on previously OKd language but it has been revised to reflect new details. (b)(5) (b)(5)
>
> Please let us know by 07:15 today of you are OK with it. It will then go to the Secretary for a planned 0800 release.
>
> Thank you.
>
> V/r (b)(6)
>
> Statement by Secretary of Defense Ash Carter on Counterterrorism Operation in Syria
>
>
>
> Last night, at the direction of the Commander in Chief, I ordered U.S. Special Operations Forces to conduct an operation in al-Amr in eastern Syria to capture an ISIL senior leader known as "Abu Sayyaf" and his wife "Umm Sayyaf." Abu Sayyaf was involved in ISIL's military operations and helped direct the terrorist organization's illicit oil, gas, and financial operations as well.
>
>
>
> Abu Sayyaf was killed during the course of the operation when he engaged U.S. forces.
>
>
>
> U.S. forces captured Umm Sayyaf, who we suspect is a member of ISIL, played an important role in ISIL's terrorist activities, and may have been complicit in the enslavement of a young Yezidi woman rescued last night.
>
>
>
> No U.S. forces were killed or injured during this operation.
>
>
>
> The operation represents another significant blow to ISIL, and it is a reminder that the United States will never waver in denying safe haven to terrorists who threaten our citizens, and those of our friends and allies.
>
>
>
> I thank the extraordinary men and women in uniform who executed this complex and challenging mission, along with all those who supported it. Their professionalism, dedication, and valor are a deep source of pride and inspiration to us all.
>
>
>
> ###
>
> Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.
>
>
>
>

From: Lewis, Ronald MG SD
To: (b)(6)
Cc: Fanning, Eric HON SD; SecDef (b)(6) Rosenbach, Eric HON SD
Subject: Re: TPs for phone call
Date: Saturday, May 02, 2015 4:36:29 PM

Will do.

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: May 2, 2015, 4:14 PM EDT
To: Lewis, Ronald MG SD (b)(6)
CC: Fanning, Eric HON SD, Rosenbach, Eric HON SD (b)(6)
SecDef (b)(6)
Subject: Re: TPs for phone call

These look good. So do (b)(5) points. Plz ask PSO to print out and give to me at dinner time tonite. Also final time for phone call

Sent from my iPhone

On May 2, 2015, at 3:51 PM, Lewis, Ronald MG SD (b)(6) wrote:

SD

(b)(5)

(b)(5) Please let us know if you're good with these TPs and if you're good with locking in 1300 tomorrow for the call.

Vr
Ron

(b)(5)

(b)(5)

(b)(5)

(b)(5)

From: Lewis, Ronald MG SD
To: (b)(5),(b)(6)
Cc: SecDef (b) Fanning, Eric HON SD; Rosenbach, Eric HON SD; (b)(6)
Subject: RE: US troops against ISIL
Date: Saturday, May 30, 2015 7:10:57 PM

Will do

---- Original Message ----

From: Ashton Carter (b)(6)
Date: May 31, 2015, 6:55 AM GMT+8
To: Fanning, Eric HON SD (b)(6), Ron Lewis (b)(6), Rosenbach, Eric HON SD (b)(6) SecDef (b)(6)
Subject: Fwd: US troops against ISIL

FYI, shows variety of thinking out there. Ron, Plz ask Colburn to print out transcript of my q and a yesterday. Also, I assume as-delivered speech is on website. Tnx

Sent from my iPhone

Begin forwarded message:

> From: Wesley Clark (b)(6)
> Date: May 30, 2015 at 7:07:02 AM GMT+8
> To: Ashh Carter (b)(6)
> Subject: US troops against ISIL
>
> Dear Ash,
>
> (b)(5)



All the best,
Wes.

Non - Responsive

> ---- Original Message ----
>
> From: Michael Bayer (b)(6)
> Date: May 6, 2015, 10:05 PM EDT
> To: Ashton Carter (b)(6), Eric Fanning (b)(6) Fanning, Eric HON SD (b)(6) Ron Lewis (b)(6)
> Subject: Your schedule review
>

(b)(5)

(b)(5)

>
> Happy to discuss,
>
>
> Michael J. Bayer
> President
> DUMBARTON STRATEGIES
>
> --
> Michael J. Bayer
> President
> DUMBARTON STRATEGIES
>
> 3130 DUMBARTON ST NW, GEORGETOWN, DC 20007
> Phone/Fax: (b)(6)
> Email: (b)(6)

(b)(6)

From: Ashton Carter (b)(6)
Sent: Saturday, May 02, 2015 4:04 PM
To: Lewis, Ronald MG SD
Cc: SecDef (b)(6) Fanning, Eric HON SD; Rosenbach, Eric HON SD
Subject: Re: TPs for phone call

Reading now. I can do earlier in morn between 9 and 1130. Ash

Sent from my iPhone

On May 2, 2015, at 3:51 PM, Lewis, Ronald MG SD (b)(6) wrote:

SD,

(b)(5)

(b)(5) Please let us know if you're good with these TPs and if you're good with locking in 1300 tomorrow for the call.

Vr
Ron

(b)(6)

(b)(5)

(b)(5)

(b)(5)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: LM Sikorsky
Date: Monday, December 14, 2015 11:27:59 AM

> From: (b)(6)
> Subject: Re: LM Sikorsky
> Date: Wed, 30 Sep 2015 07:04:10 -0400
> To: (b)(6)
>
> Copy. I didn't know either way
>
> Sent from my iPad
>
> > On Sep 30, 2015, at 7:01 AM, (b)(6) wrote:
> >
(b)(5)
> > Frank
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Third offset
Date: Monday, December 14, 2015 11:25:42 AM

From: (b)(6)
Subject: Fwd: Third offset
Date: Tue, 17 Nov 2015 07:11:41 -0500
To: (b)(6)

Sent from my iPad

Begin forwarded message:

> From: (b)(6)
> Date: November 16, 2015 at 8:20:37 PM EST
> To: Ash Carter (b)(6)
> Subject: Third offset
>
> Ash,
> (b)(5)
>
> Frank
>
> Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Thanks,(b)(6)
Date: Monday, December 14, 2015 8:46:42 AM

From:(b)(6)
Subject: Re: Thanks,(b)(5)
Date: Wed, 25 Nov 2015 16:23:03 -0800
To:(b)(6)

Franco --(b)(5)
(b)(5) But far from a bubble, I hear from a lot of people. If I had heard bigger issues you'd know about it. Now to two issues i do have:

(b)(5)
(b)(5) When I hear that or you tell me that I'll be happy.

(b)(5)

Trust me I follow it all. Be glad you don't hear from me more often -- others do.

Best to you and (b)(6) too. Ash

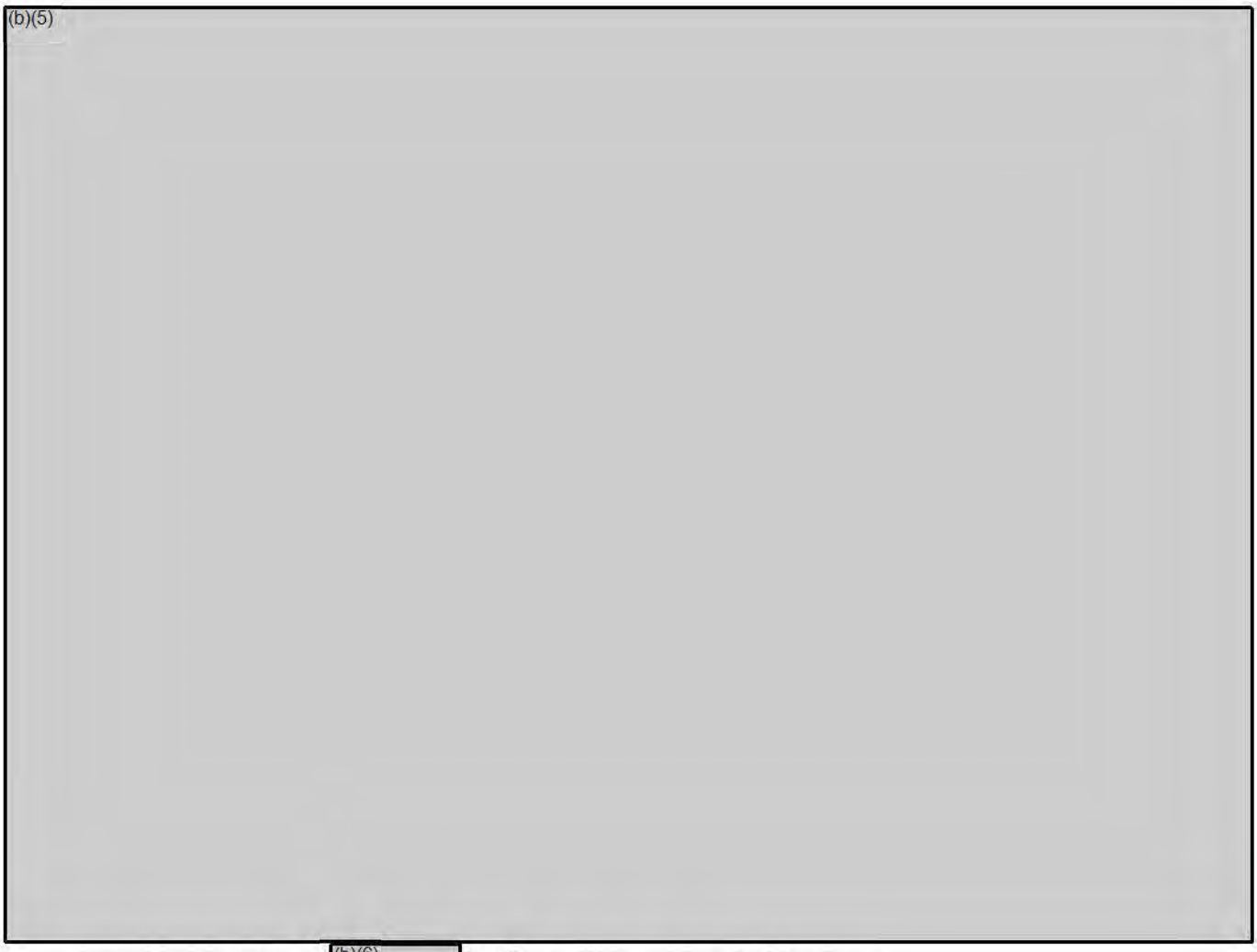
Sent from my iPhone

On Nov 25, 2015, at 3:27 AM, Frank Kendall (b)(6) wrote:

Ash,
Sorry for another back channel, but I thought it was needed. I have very little opportunity to communicate with you directly.

(b)(5)

(b)(5)



Thanks for the letter for (b)(6) family. It meant a great deal to them.

I hope you and Steph have a very happy Thanksgiving,
Frank

Frank Kendall

Falls Church, VA
cell: 617 306 8245
fax: 703 S34 6180

This electronic message transmission contains information which may be confidential or privileged. The information is intended to be for the use of the individual or entity named above. If you are not the intended recipient, be aware that any disclosure,copying, distribution or use of the contents of this information is prohibited.

If you have received this electronic transmission in error, please delete it and notify me by telephone (b)(6) or by electronic mail (b)(6) immediately.

From: Ashton Carter
To: SecDef (b)
Subject: FW: Ash - Congratulations on your courageous, brilliant explanations yesterday and the historic, focused strategic plan behind those words!
Date: Monday, December 14, 2015 8:45:19 AM

From: (b)(6)
Subject: Re: Ash - Congratulations on your courageous, brilliant explanations yesterday and the historic, focused strategic plan behind those words!
Date: Wed, 2 Dec 2015 18:25:45 -0500
To: (b)(6)

Hi (b)(6) thanks! Btw, I tried to work out a call into CEO conf from Middle East but time zones not working very well. So I'll keep trying to be at every mtg I can. Ash

Sent from my iPhone

On Dec 2, 2015, at 8:04 AM, (b)(6) wrote:

Ash - Congratulations on your courageous, brilliant explanations yesterday and the historic, focused strategic plan behind those words!

(b)(6)

(b)(6)

Yale School of Management

P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511

Phone: (b)(6)

Fax: (b)(6)

(b)(6)

http://mba.yale.edu <http://mba.yale.edu/>

From: (b)(6)
Sent: Tuesday, December 01, 2015 3:23 PM

To: (b)(6) Smith, Eric BGen SD; Rosenbach, Eric HON SD
Cc: (b)(6)
Subject: RE: OH NO - we do see the global headlines and understand -- this 3rd time in a row hursts our credibility - Sure - we'll happily take the call in - 8:30am?
Importance: High

Hi (b)(6)

Again, we are in no position to make demands and are grateful for whatever you can do. We regret making any impositions on you your dedicated office team – especially at such a crowded tie of year, not to mention crowding Secretary Carter's schedule.

I would say, however, that on this matter, Secretary Carter did send me two more highly encouraging private personal messages regarding this particular event - with a bit more certainty of his attendance - in the form of apology for the last two short notice cancellations. Thus please forgive my candor on this disappointing news. We again, understand the national priorities and are thrilled with whatever can work technologically and logistically.

As an aside, Secretary Carter's testimony today was superb!

Thanks again,

(b)(6)

(b)(6)

Yale School of Management

P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511

Phone: (b)(6)

Fax: (b)(6)

(b)(6)

http://mba.yale.edu

-----Original Message-----
From: (b)(6)
Sent: Tuesday, December 01, 2015 3:09 PM
To: (b)(6) Smith, Eric BGen SD; Rosenbach, Eric HON SD
Cc: (b)(6)
Subject: RE: OH NO - we do see the global headlines and understand -- this 3rd time in a row hursts our credibility - Sure - we'll happily take the call in - 8:30am?

(b)(6)

This is why we always say that an acceptance at an event is pending his travel schedule. So important that he takes the time to visit with our service members, especially during the holiday season.

No promises on a call in. We are looking at our travel agenda currently to see if it is even a possibility. Due to time changes it might very well be unlikely but we will look into it.

I will be in touch.

(b)(6)

---- Original Message ----

From: (b)(6) >

Date: December 1, 2015, 3:01 PM EST

To: (b)(6)
(b)(6)
<mailto (b)(6) Rosenbach, Eric HON SD (b)(6)
<mailto > >, Smith, Eric BGen SD
<mailto

CC: (b)(6)
(b)(6)

Subject: OH NO - we do see the global headlines and understand -- this 3rd time in a row hursts our credibility - Sure - we'll happily take the call in - 8:30am?

Hi (b)(6)

We can appreciate your situation and appreciate the alert --but OH NO ! We do see the global headlines and understand the priorities. Then again, this 3rd time in a row -this close to the event - really hurts our credibility with the many influential CEOs who changed their scheduled, coming to see Secretary Carter.

Sure - we'll eagerly take the call-in offer and honored by this opportunity to recapture some dialogue. Can we do 8:30am Thursday December 17th?

(b)(6)

(b)(6)

(b)(6) Yale School of Management P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511

Phone: (b)(6)

Fax: (b)(6)

(b)(6)

http://mba.yale.edu<http://mba.yale.edu/>

From: (b)(6)

Sent: Tuesday, December 01, 2015 2:00 PM

To: (b)(6)

Cc: (b)(6)

Subject: Fwd: Yale CEO Summit - Agenda

FYI

Begin forwarded message:

From: (b)(6) <mailto (b)(6) < A>> >>

Date: December 1, 2015 at 1:15:50 PM EST

To: (b)(6) <mailto (b)(6) <mailto (b)(6) mailto (b)(6) ' (b)(6) mailto (b)(6) (b)(6) mailto (b)(6) <mailto (b)(6) (b)(6) <mailto: (b)(6)

Cc: (b)(6) "Rosenbach, Eric HON SD" (b)(6) mailto (b)(6) "Smith, Eric BGen SD" (b)(6) mailto (b)(6) < A>> >>, (b)(6) (b)(6) mailto (b)(6) < A>> >>, (b)(6) <mailto (b)(6)

Subject: RE: Yale CEO Summit - Agenda

(b)(6)

Secretary Carter will no longer be able to attend, in person, as we will be on international travel to visit troops around the holiday.

I am trying to determine if there would be an opportunity for him to briefly participate via video teleconferencing. We are determining flight times and the time difference now. What are the exact times of Session One?

Thank you for your understanding and constant flexibility.

Best,

(b)(6)

---- Original Message ----

From: (b)(6)

Date: December 1, 2015, 11:05 AM EST

To: (b)(6) mailto (b)(6)
(b)(6) mailto (b)(6)

CC (b)(6)
(b)(6)

Subject: Yale CEO Summit - Agenda

Ash,

I look forward to welcoming you to The Yale CEO Summit, where we will welcome far-ranging peers who are also beacons of leadership across their particular fields. Among those confirming their participation: The Hon. Kevin Rudd, 26th Prime Minister of Australia; Ash Carter, US Secretary of Defense; David Abney of UPS; Frank Blake of The Home Depot; Jim Chanos of Kynikos Associates; Elaine Chao, 24th US Secretary of Labor; Bill Donaldson, 27th Chairman of the SEC; Paul Volcker, 12th Chairman of the US Federal Reserve; Jason Furman, Chairman of the US Council of Economic Advisors; Joe Ucuzoglu of Deloitte & Touche LLP; Rick Goings of Tupperware; Hank Greenberg of CV Starr; Roger Crandall of MassMutual; Terry Lundgren of Macy's; Ken Frazier of Merck; Matt Levatich of Harley-Davidson; John Lundgren of Stanley Black & Decker; Stuart Miller of Lennar; Gary Naftalis of Kramer Levin Naftalis & Frankel; Nick Pinchuk of Snap-on; Tom Quinlan of RR Donnelley; Wilbur Ross of the WL Ross; Lynn Tilton of Patriarch Partners; and Robert Wolf of 32 Advisors.

I eagerly anticipate your participation; I know you will play a key role in the discussions. Our overall theme is, In Whom Do We Trust: Optimist Visionaries or Cynical Pragmatists. The Summit remains informal, OFF-THE-RECORD (unless otherwise noted), non-partisan, and highly interactive, and will not feature any lengthy speeches or academic lectures. I do not expect nor want you to spend any time preparing any formal remarks! While hoping you actively contribute to all of our discussions, I would especially appreciate your joining those who have already confirmed their participation on:

SESSION 2

Trust between Global Governments and Global Leaders

Your name may not appear on the attached draft agenda, but will appear on the final printed agenda. This entails your consideration of a few of your experiences that relate to the assigned theme. Our candid, off-the-record exchanges make prepared remarks impossible! I will toss out some general questions on the topic but will not burden anyone to deliver a speech. You need not respond to any topics the group is debating and can pass at any point; no one will be embarrassed by a "sneak attack" interrogation. You are invited to listen, reflect on your substantial experiences, and respond in candid, even provocative ways.

Attire for The Summit is "business" or "business casual."

To assist you with your travel arrangements, locations and approximate conference times are as follows:

• Wednesday, December 16: The Waldorf Astoria New York (301 Park Avenue) welcome reception/dinner starting at 6:15PM (Peacock Alley/Vanderbilt Room – Lobby Floor/Park Avenue);

• Thursday, December 17: The Waldorf Astoria New York (301 Park Avenue) breakfast begins at 7:00AM (Vanderbilt Room – Lobby Floor/Park Avenue) with general sessions (Empire Room – Lobby Floor/Park Avenue) beginning at 8:15AM. Adjournment at 4:30PM.

Sincerely,

(b)(6)

Yale Chief Executive Leadership Institute

101 Constitution Avenue NW

Suite 900 East

Washington, DC 20001

(b)(6)

(b)(6)

Yale Chief Executive Leadership Institute

101 Constitution Avenue NW

Suite 900 East

Washington, DC 20001

(b)(6)

<>

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: AMAZING!
Date: Monday, December 14, 2015 8:40:39 AM

From: (b)(6)
Subject: Re: AMAZING!
Date: Thu, 3 Dec 2015 22:51:41 -0500
To: (b)(6)

Thanks pal. Much inspired by you. Ash

Sent from my iPad

On Dec 3, 2015, at 8:05 PM, Sheryl Sandberg (b)(6) wrote:

Secretary Carter,

Congratulations on a truly historic announcement. Because of your leadership, women in our military — and all American women — can stand a little taller, and know we are closer to an equal world.

"I never thought this would happen in my lifetime," one of our Military Circle members wrote me when she heard the news. My Facebook feed is full of elated posts from our community, who are so moved by the power of this moment and are deeply grateful for your leadership — and so am I. I joined them in celebrating your announcement on my Facebook page (here <https://www.facebook.com/sheryl/posts/10156237796545177?pnref=story>).

Sending you my deepest gratitude and admiration for your commitment to equality — and for the history you just made.

Yours,

Sheryl

sheryl sandberg | chief operating officer | facebook

1 hacker way | menlo park, ca | 94025

(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Item
Date: Monday, December 14, 2015 8:39:42 AM

From: (b)(6)
Subject: Re: Item
To: (b)(6)
Date: Sun, 6 Dec 2015 13:52:02 -0500

Will do

Sent from my iPhone

On Dec 6, 2015, at 10:30 AM, (b)(6) wrote:

Ash:

New subject: (b)(6)

I have continued to mentor (b)(6) and make myself available to address questions or issues that arise. I think he is doing a great job in addressing the objectives we discussed when I recommended that you set up this office. I recommend that you make 15-30 min available in what I know is a terribly demanding schedule to have a mentoring session regarding his future for the duration of this administration and potentially the one beyond.

He provides a great model for attracting our best and brightest to DOD.

Warm regards,

Paul

Paul G. Kaminski
(b)(6)

In a message dated 11/21/2015 5:10:27 P.M. Eastern Standard Time, (b)(6) writes:

P -- have you taken a look at (b)(5) Ash

Sent from my iPhone=

From: Ashton Carter
To: (b)(6)
Subject: Re: Time
Date: Monday, December 14, 2015 6:52:59 AM

But check w front office

Sent from my iPad

> On Dec 14, 2015, at 6:47 AM, (b)(6) wrote:
>
> Sir, cables stated the docs were delivered.
>
> V/R,
>
> (b)(6)
>
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: (b)(6)
> Office: (b)(6)
> Email:
> SIPR:
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: December 14, 2015, 6:42 AM EST
> To: (b)(6)
> Subject: Time
>
> I'll be early, 715. Please confirm all docs from yesterday were delivered
>
> Sent from my iPad

From: Ashton Carter
To: (b)(6)
Subject: Re: Docs to scan, cmon down
Date: Sunday, December 13, 2015 5:18:04 PM

Cmon down

Sent from my iPhone

> On Dec 13, 2015, at 4:38 PM, (b)(6) wrote:
>
> Sir, the reminding docs have been sent. Originals are ready to be delivered at your convenience.
>
> V/R,
>
> (b)(6)
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: (b)(6)
> Office (b)(6)
> Email:
> SIPR:
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: December 13, 2015, 3:16 PM EST
> To: (b)(6)
> Subject: Re: Docs to scan, cmon down
>
> Now fine
>
> Sent from my iPhone
>
>> On Dec 13, 2015, at 3:14 PM, (b)(6) wrote:
>>
>> Sir,
>> Docs are scanned and delivered. Originals are ready to be returned at your leisure.
>>
>> V/R,
>>
>> (b)(6)
>> Personal Security Officer
>> Office of the Secretary of Defense
>> Pentagon, Washington D.C.
>> Cell: (b)(6)
>> Office (b)(6)
>> Email:
>> SIPR:
>>
>> ---- Original Message ----
>>
>> From: Ashton Carter (b)(6)
>> Date: December 13, 2015, 2:45 PM EST
>> To: SD - SecDef PSO (b)(6)
>> Subject: Docs to scan, cmon down
>>

>>
>>
>> Sent from my iPhone

From: Ashton Carter
To: (b)(6)
Subject: Fwd: Coin & Signed Picture For Recruit
Date: Thursday, December 10, 2015 8:30:34 AM

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: December 10, 2015 at 7:06:38 AM EST
To: (b)(6)
Subject: Coin & Signed Picture For Recruit

Ash,

My girlfriend's brother, (b)(6) is awaiting January 12th Boot camp for the Army Ranger program. Thought it would be cool if I could get my hands on a coin and possibly a little message on an official photo to surprise for Christmas.

Let me know if this is something your staff could do. My mailing address is:
(b)(6)

There was that fancy DoD Under Armour jacket we talked about that one time too ;)

You're doing some incredible things and I'm honored (b)(5) Happy holidays.

Love,
(b)(6)

From: Ashton Carter
To: (b)(6)
Subject: Fwd: St. Albans Interview
Date: Wednesday, December 09, 2015 7:37:48 PM

Son of (b)(6) Phone might work but he could come to pent too. Shouldn't take long.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: December 8, 2015 at 9:30:26 PM EST
To: Ashton Carter (b)(6)
Subject: St. Albans Interview

Dear Ash,

We just had the writers meeting for the next issue of the St. Albans News newspaper. I am following up on my email a few weeks ago about possibly interviewing you briefly for the next issue. I would be very appreciative if I could spend a few minutes talking to you, but I know that your schedule is crazily busy! Like I said before, we can agree on general topics and/or questions prior to the interview. Thank you so much for the consideration and I hope that we can find a convenient time to talk!

Sincerely,

(b)(6)

From: Ashton Carter
To: (b)(6)
Cc:
Subject: Re: St. Albans Interview
Date: Wednesday, December 09, 2015 7:37:01 PM

Of course. (b)(6) will be the contact. Ash

Sent from my iPhone

> On Dec 8, 2015, at 9:30 PM, (b)(6) wrote:
>
> Dear Ash,
>
> We just had the writers meeting for the next issue of the St. Albans News newspaper. I am following up on my email a few weeks ago about possibly interviewing you briefly for the next issue. I would be very appreciative if I could spend a few minutes talking to you, but I know that your schedule is crazily busy! Like I said before, we can agree on general topics and/or questions prior to the interview. Thank you so much for the consideration and I hope that we can find a convenient time to talk!
>
> Sincerely,
>
> (b)(6)
>
>
>

From: Ashton Carter
To: (b)(6)
Cc: Rosenbach, Eric HON SD; SecDef (b)(6)
Subject: Testimony
Date: Wednesday, December 09, 2015 6:13:46 AM

Not delivered till late. Looks ok. I'm going to want to know what was taken out in editing. But looks fine. Will finalize for cook when I arrive, then last mute issues.

Sent from my iPad

From: (b)(6)
To:
Cc: Rosenbach, Eric HON SD; Smith, Eric BGen SD; (b)(6)
Subject: RE: Secretary Carter Regrets - YALE CEO Event
Date: Tuesday, December 08, 2015 3:03:40 PM

Hi (b)(6)

Thanks for even thinking about it - and for trying so hard to make it work. Please send our appreciation to Secretary Carter. We wish him a safe, productive, timely trip and all of you a great holiday season.

Sincerely,

(b)(6)

(b)(6)

Yale School of Management

P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511

Phone: (b)(6)

Fax: (b)(6)

(b)(6)

http://mba.yale.edu

-----Original Message-----
From: (b)(6)
Sent: Tuesday, December 08, 2015 2:21 PM
To: (b)(6)
Cc: Rosenbach, Eric HON SD; Smith, Eric BGen SD; (b)(6)
(b)(6)
Subject: Secretary Carter Regrets - YALE CEO Event

(b)(6)

I am sorry to report that logistically a call-in would not be possible due to our schedule that day. I know that the Secretary is extremely sorry to have to miss out again and we greatly appreciate your understanding.

Best,

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Tuesday, December 01, 2015 3:23 PM
To: (b)(6) Smith, Eric BGen SD; Rosenbach, Eric HON SD
Cc:
Subject: RE: OH NO - we do see the global headlines and understand -- this 3rd time in a row hursts our credibility - Sure - we'll happily take the call in - 8:30am?
Importance: High

Hi (b)(6)

Again, we are in no position to make demands and are grateful for whatever you can do. We regret making any impositions on you your dedicated office team – especially at such a crowded tie of year, not to mention crowding Secretary Carter's schedule.

I would say, however, that on this matter, Secretary Carter did send me two more highly encouraging private personal messages regarding this particular event - with a bit more certainty of his attendance - in the form of apology for the last two short notice cancellations. Thus please forgive my candor on this disappointing news. We again, understand the national priorities and are thrilled with whatever can work technologically and logistically.

As an aside, Secretary Carter's testimony today was superb!

Thanks again,

(b)(6)

(b)(6)

Yale School of Management

P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511

Phone: (b)(6)

Fax: (b)(6)

(b)(6)

http://mba.yale.edu <http://mba.yale.edu>

-----Original Message-----

From: (b)(6)

Sent: Tuesday, December 01, 2015 3:09 PM

To: (b)(6) Smith, Eric BGen SD; Rosenbach, Eric HON SD

Cc:

Subject: RE: OH NO - we do see the global headlines and understand -- this 3rd time in a row hursts our credibility - Sure - we'll happily take the call in - 8:30am?

(b)(6)

This is why we always say that an acceptance at an event is pending his travel schedule. So important that he takes the time to visit with our service members, especially during the holiday season.

No promises on a call in. We are looking at our travel agenda currently to see if it is even a possibility. Due to time changes it might very well be unlikely but we will look into it.

I will be in touch.

(b)(6)

---- Original Message ----

From: (b)(6)

Date: December 1, 2015, 3:01 PM EST

To: (b)(6)
(b)(6) Rosenbach, Eric HON SD (b)(6)
<mailto (b)(6) < A>> > >, Smith, Eric BGen SD (b)(6) <mailto: (b)(6)

(b)(6)

Subject: OH NO - we do see the global headlines and understand -- this 3rd time in a row hursts our credibility - Sure - we'll happily take the call in - 8:30am?

Hi (b)(6)

We can appreciate your situation and appreciate the alert --but OH NO ! We do see the global headlines and understand the priorities. Then again, this 3rd time in a row -this close to the event - really hurts our credibility with the many influential CEOs who changed their scheduled, coming to see Secretary Carter.

Sure - we'll eagerly take the call-in offer and honored by this opportunity to recapture some dialogue. Can we do 8:30am Thursday December 17th?

(b)(6)

(b)(6)

(b)(6)

New Haven, CT 06520-8200 | 06511

Phone (b)(6)

Fax: (b)(6)

(b)(6)

http://mba.yale.edu<http://mba.yale.edu/ < mba.yale.edu mba.yale.edu%3chttp:>> <http://mba.yale.edu%3chttp:/mba.yale.edu/ < mba.yale.edu mba.yale.edu%3chttp:>> > >

From: (b)(6)

Sent: Tuesday, December 01, 2015 2:00 PM

To: (b)(6)

Cc: (b)(6)

Subject: Fwd: Yale CEO Summit - Agenda

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Begin forwarded message:

From: (b)(6)

Date: December 1, 2015 at 1:15:50 PM EST

(b)(6)

Cc: (b)(6) "Rosenbach, Eric HON SD"
(b)(6) <>> > >>, "Smith, Eric BGen SD" (b)(6)
(b)(6) >> > >>,
<>> > >>

Subject: RE: Yale CEO Summit - Agenda

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I am trying to determine if there would be an opportunity for him to briefly participate via video teleconferencing. We are determining flight times and the time difference now. What are the exact times of Session One?

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To: (b)(6)
(b)(6)

CC: (b)(6)
(b)(6)

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Sincerely,

(b)(6)

Yale Chief Executive Leadership Institute

101 Constitution Avenue NW

Suite 900 East

Washington, DC 20001

(b)(6)

(b)(6)

Yale Chief Executive Leadership Institute

101 Constitution Avenue NW

Suite 900 East

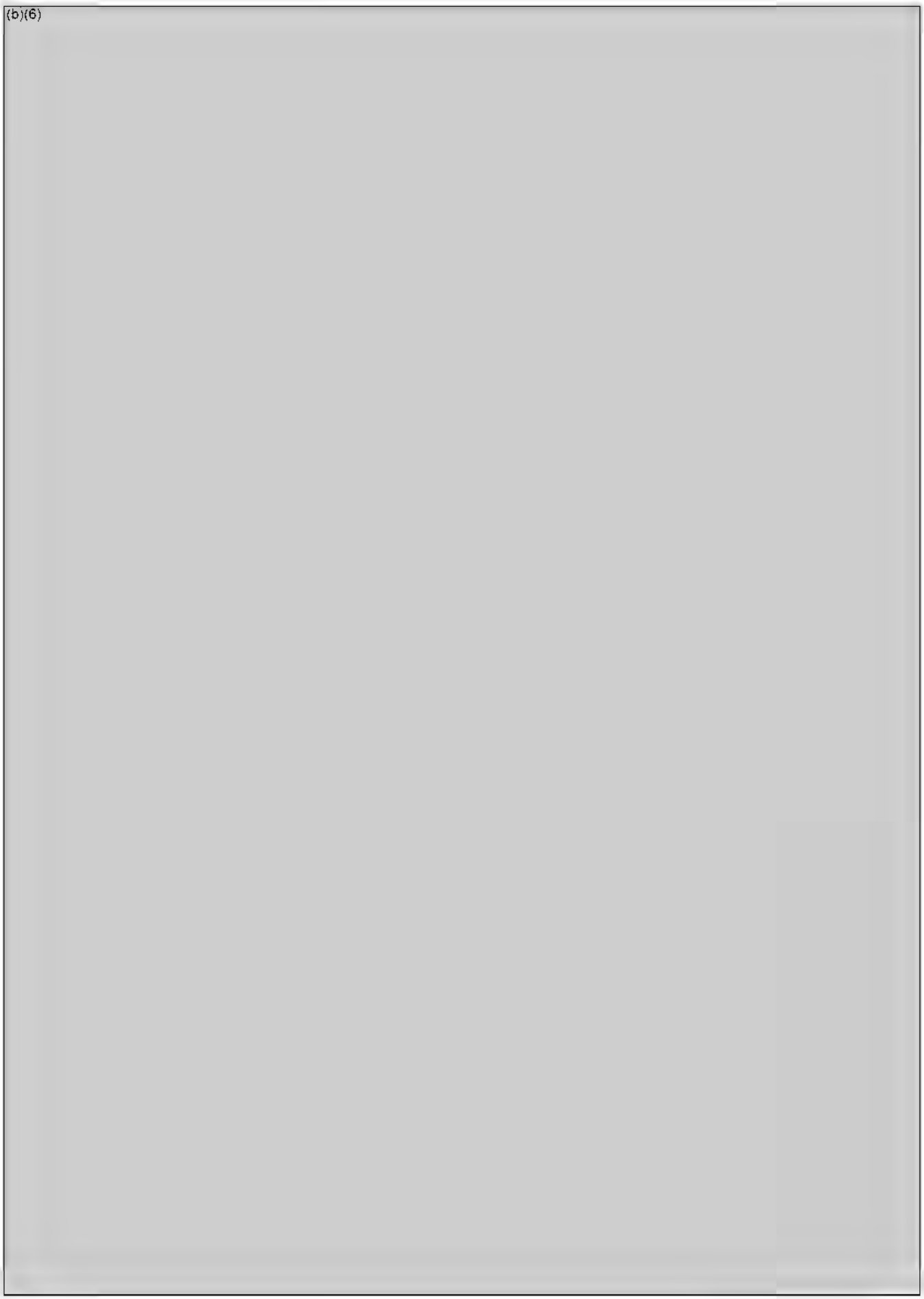
Washington, DC 20001

(b)(6)

<><><><><><><><><><><><><>

From: SD - Cables Executive Support Officer
To: (b)(6)
Subject: FW: Morning News of Note 7 Dec 2015
Date: Monday, December 07, 2015 5:01:29 AM
Attachments: Morning News of Note 7 Dec 2015.docx

From: OSD Pentagon PA Mailbox Media Analysis
Sent: Monday, December 07, 2015 5:00:35 AM (UTC-05:00) Eastern Time (US & Canada)
To: (b)(6)
(b)(6)


(b)(6)

(b)(6)

Subject: Morning News of Note 7 Dec 2015

(See attachment for text - for best results on a BlackBerry click "view")

OVERVIEW

In a prime-time address, President Obama sought to reassure an uneasy nation after a series of deadly attacks by highlighting the government's campaign against an evolving terrorist threat and urging Americans not to give in to fear. According to the Washington Post, a "frustrated" Obama administration maintains that its ISIL strategy is comprehensive and working, even as some staunch U.S. allies worry that the time for an "incremental" approach has passed. Also of note, The Daily Beast revealed that a new U.S. intelligence report contradicts White House assertions that ISIL has been "contained," predicting that the group will spread worldwide and expand in numbers unless it suffers a significant loss of territory in Iraq and Syria.

NEWS HEADLINES AT 0430

- Obama tells fearful America Islamic State will be defeated
- San Bernardino gunman obsessed with ISIS and Israel, dad says
- Liftoff: First U.S. shipment in months flying to space station
- Italy rules out joining Syria airstrikes, says another strategy needed
- U.K. army joins rescue teams amid severe flooding
- Ship discovery may be world's largest sunken treasure
- Police make arrest in case of newborn found buried alive in Los Angeles

OVERSEAS HEADLINES OF NOTE

- Kyodo: U.S. military gave 200 million yen to 12 research institutions in Japan
- Xinhua: China determined on successful military reforms
- Yonhap: No major threat to Kim's rule despite internal complaints

THIS DAY IN MILITARY HISTORY

- 1941 – The Imperial Japanese navy launched a surprise attack on the U.S. Navy base at Pearl Harbor in Hawaii; the raid prompted the United States to declare war against Japan the next day

***

Table of Contents

TOP STORIES

1. President Says of Terrorism Threat: 'We Will Overcome It'
New York Times, Dec. 7, Pg. A1 | Gardiner Harris and Michael D. Shear

President Obama sought on Sunday to calm jittery Americans after the terrorist attack last week in California, delivering a prime-time address designed to underscore the government's campaign against an evolving threat.

2. A frustrated White House insists approach will pay dividends
Washington Post, Dec. 7, Pg. A1 | Karen DeYoung
To its critics, President Obama's strategy to combat the Islamic State in Syria and Iraq is weak and incoherent. Even some of the staunchest U.S. allies and partners in the fight worry that the time for what they see as the administration's incremental approach has long since passed.

3. U.S. Intel to Obama: ISIS Is Not Contained
TheDailyBeast.com, Dec. 6 | Kimberly Dozier
A new U.S. intelligence report on ISIS, commissioned by the White House, predicts that the self-proclaimed Islamic State will spread worldwide and grow in numbers, unless it suffers a significant loss of territory on the battlefield in Iraq and Syria, U.S. officials told The Daily Beast.

IRAQ/SYRIA

4. Iraq Gives Turkey 48 Hours to Withdraw its Military Near Mosul
Wall Street Journal, Dec. 7, Pg. A10 | Karen Leigh and Dion Nissenbaum
Iraq gave Turkey 48 hours to withdraw military forces deployed near the Islamic State stronghold of Mosul without the consent of the Baghdad government, and warned that it would ask the United Nations Security Council to force their removal.

5. Islamic State Lays Booby Traps in Ramadi
Wall Street Journal, Dec. 7, Pg. A10 | Karen Leigh and Ghassan Adnan
Islamic State is laying sophisticated booby traps in Ramadi to thwart an Iraqi offensive, with devices that can trigger an explosive domino effect and snipers who target bomb-disposal experts, military officials said on Sunday.

6. Syria's divided opposition seeks to unify stance
Agence France-Presse, Dec. 6 | Karim Abou Merhi
Syrian opposition groups gather in Saudi Arabia Tuesday to unify their stance ahead of potential talks with the regime of President Bashar al-Assad whose fate remains a point of contention.

7. Clashes between Syrian fighters pose challenge for Turkey, U.S.
Reuters, Dec. 6 | John Davison and Suleiman Al-Khalidi
Groups that have received support from the United States or its allies have turned their guns on each other in a northern corner of Syria, highlighting the difficulties of mobilizing forces on the ground against Islamic State.

8. NATO says won't send ground troops to fight IS: report
Reuters, Dec. 7 | Michael Shields
NATO has ruled out sending ground troops to fight against Islamic State militants in Syria, NATO General Secretary Jens Stoltenberg told a Swiss newspaper, stressing the need to bolster local forces in the conflict.

9. Syria condemns US-led strikes that killed troops
Agence France-Presse, Dec. 7 | Not Attributed
Syria's foreign ministry on Monday condemned US-led coalition air strikes on an army camp that killed several regime soldiers as a "flagrant aggression," state media reported.

10. 32 IS fighters dead in US-led Syria raids, Assad slams UK vote
Agence France-Presse, Dec. 6 | Layal Abou Rahal
At least 32 Islamic State group fighters were killed on Sunday in apparent US-led coalition raids on Syria as President Bashar al-Assad slammed Britain's decision to participate in air strikes.

MIDEAST

11. Islamic State Says It Killed a Governor in Yemen

New York Times, Dec. 7, Pg. A4 | Saeed Al-Batati and Kareem Fahim
The Islamic State claimed responsibility for a powerful car bomb that killed the provincial governor in the southern port of Aden early Sunday, raising concerns that hard-line Sunni militants were gaining a foothold in one of Yemen's largest cities.

AFRICA

12. Libya's rival governments shun UN, sign separate peace deal
Associated Press, Dec. 6 | Rami Musa
Lawmakers from Libya's rival parliaments have reached a power-sharing agreement in Tunisia, shunning a U.N.-brokered deal to avoid the "foreign intervention" tainting it, an internationally recognized government representative said Sunday.

13. Sudan rebels, army brace for fighting season after peace talks flop
Agence France-Presse, Dec. 6 | Tom Little
Government forces and rebels in Sudan's war-torn border regions say they are preparing for another bout of fighting after the latest talks in Addis Ababa failed to reach a deal.

RUSSIA

14. Russia loses advanced military satellite after launch: reports
Agence France-Presse, Dec. 7 | Not Attributed
Russia has lost communication with a newly developed military satellite after it apparently failed to separate from the booster rocket after its launch, a source in the country's air and space forces told TASS state news agency on Monday.

UKRAINE

15. Biden visits war-scarred Ukraine to reaffirm US support
Agence France-Presse, Dec. 6 | Dmitry Zaks
US Vice President Joe Biden arrived in Kiev late Sunday to reassure its pro-Western leaders that Washington remains committed to Ukraine despite stepped-up efforts to work with Russia against Islamic State jihadists.

DEFENSE DEPARTMENT

16. Budget '17: Pentagon Planning Cuts in Production, R&D
DefenseNews.com, Dec. 6 | Aaron Mehta
As it puts the finishing touches on its fiscal 2017 budget plan, the Pentagon is preparing to slow down programs in production and limit R&D funds to protect end strength and readiness levels.

17. Pentagon to boost Europe budget in message to Russia
Financial Times (UK), Dec. 7, Pg. 4 | Geoff Dyer
The Pentagon is preparing a "significant" increase in its budget for its operations in Europe for the next fiscal year in response to Russia.

18. New Transplant May Heal War's Hidden Scars
New York Times, Dec. 7, Pg. A1 | Denise Grady
Within a year, maybe in just a few months, a young soldier with a horrific injury from a bomb blast in Afghanistan will have an operation that has never been performed in the United States: a penis transplant.

19. After 74 years, bones from Pearl Harbor tomb ship may be identified
Washington Post, Dec. 7, Pg. A1 | Michael E. Ruane
Inside an old aircraft factory here, behind the glass windows of a pristine laboratory, the lost crew of the USS Oklahoma rests on special tables covered in black foam.

NAVY

20. Sources: Few women choose to stay in submarine force

NavyTimes.com, Dec. 6 | Meghann Myers and David Larter
The number of women who re-up for undersea service is a crucial test to assess whether the five-year integration effort will be sustainable and will yield enough women to serve as department heads, and eventually submarine skippers, to make the sub force appealing to young women. Officials expect original cadre's take rate to hover around the force-wide average for female line officers of 18 percent.

GUANTANAMO

21. Former public testimony disappears from Guantánamo transcripts
Miami Herald, Dec. 7, Pg. A3 | Carol Rosenberg
For hours on a Friday, a staff sergeant using the fake name "Jinx" testified in open court about her yearlong work here at a prison for suspected terrorists once considered the CIA's prized war-on-terror captives.

22. '9/11 Five' head back to court, though trial still distant
Agence France-Presse, Dec. 6 | Thomas Watkins
The five men accused of plotting the September 11, 2001 attacks -- including the alleged mastermind -- are due back in military court this week, though their prospects for an actual trial remain elusive.

SAN BERNARDINO ATTACK

23. San Bernardino Shooting Shows How U.S. Terror Defenses Are Tested
Wall Street Journal, Dec. 7, Pg. A1 | Philip Shishkin and Patrick O'Connor
Having built a system adept at preventing large-scale terror attacks, the U.S. is now grappling with isolated threats that are much harder to detect, a development that is reopening debates over how to combat terrorism and putting pressure on the White House to recalibrate its strategy.

24. Obama Wants Silicon Valley's Help to Fight Terror Online
Bloomberg, Dec. 6 | Justin Sink
President Barack Obama asked Silicon Valley firms to work with U.S. law enforcement authorities to prevent terrorists from using social media and encryption technologies, in a speech intended to reassure Americans rattled by attacks in Paris and California.

NOTABLE COMMENTARY

25. President Obama's Tough, Calming Talk on Terrorism
New York Times, Dec. 7, Pg. A22 | Editorial
During his Oval Office address on Sunday night, President Obama sought to reassure Americans that his administration's expanding campaign against the Islamic State will succeed in reducing threats of terrorism, and he warned against the wholesale vilification of Muslims.

26. The President Plays Defense
Wall Street Journal, Dec. 7, Pg. A14 | Editorial
President Obama showed Sunday night that he realizes the growing threat from Islamist terror is a grave risk to his political standing in his last year in office. What he didn't show is that he is willing to consider any changes to his failing strategy to defeat the threat from Islamic State.

27. A Liberal's Truth-Telling on Terror
Wall Street Journal (Information Age), Dec. 7, Pg. A13 | L. Gordon Crovitz
Last week a liberal politician named Hilary broke a taboo by calling Islamist terrorism by its proper name. Shocking things happened: Members of the politician's political party broke with their leader's policy. Legislators switched their votes to create a large majority supporting military attacks against Islamic State, or ISIS, in Syria. A conservative newspaper called the liberal politician statesmanlike enough to be head of the government.

28. An equal fight
Los Angeles Times, Dec. 7, A15 | Gayle Tzemach Lemmon
While we weren't looking, the military kept fighting, but its fighting force changed. Thursday's announcement from Secretary Carter that all jobs will be open to all warriors is less a groundbreaking policy shift than simple recognition of on-the-ground, wartime reality.

29. Malaysia's Balancing Act
New York Times Online, Dec. 7 | Cheng-Chwee Kuik
President Obama came to Malaysia recently for the latest U.S.-Asean and East Asia Summits, reaffirming America's strategic commitment to Asia. But most of the 10 Asean countries responded as they often have in recent years: They hedged.

30. Reshaping America's Views of Veterans
Wall Street Journal, Dec. 7, Pg. A15 | David McCormick
The tragedy persists, despite repeated recitations of the grim facts. We can't change how America treats vets until we change how America perceives them. That requires stories, not facts. As the supreme storyteller Joseph Conrad said, "My task is to make you hear, to make you feel, and, above all, to make you see."

(See attachment for text - for best results on a BlackBerry click "view")

From: Ashton Carter
To: (b)(6)
Subject: Re: Exit
Date: Sunday, December 06, 2015 10:13:21 PM

Ready momentarily

Sent from my iPhone

> On Dec 6, 2015, at 10:07 PM, (b)(6) wrote:
>
> Copy
>
> V/R,
> (b)(6)
>
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: (b)(6)
> Office (b)(6)
> Email
> SIPR:
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: December 6, 2015, 10:06 PM EST
> To: SD - SecDef PSO (b)(6)
> Subject: Exit
>
> Well go ASAP after (b)(6)
>
> Sent from my iPhone

From: (b)(6)
To: "Ashton Carter"
Subject: RE: Plz come down to door
Date: Sunday, December 06, 2015 3:42:02 PM

Sir,
I spoke to (b)(6) and she said they would have food at the reception. It was not going to be a meal but rather snacks and heavy hours d'oeuvres. They wouldn't give much detail about the timeline of events but she stated (b)(6) would make his remarks then the official event would begin which would continue until our departure at 1820. While at the Kennedy Center it was her understanding that the event would not have any intermission as the event was being televised.

V/R

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6)
Office
Email
SIPR:

-----Original Message-----
From: Ashton Carter [mailto:(b)(6)
Sent: Sunday, December 06, 2015 3:21 PM
To: SD - SecDef PSO
Subject: Plz come down to door

Sent from my iPhone

From:	Ashton Carter
To:	Rosenbach, Eric HON SD; SecDe(b)(6)
Subject:	Fwd: Confidential Update and New Financing
Date:	Sunday, December 06, 2015 2:58:12 PM
Attachments:	Deck B .pdf ATT00002.htm

Not sure I remember who this is

Sent from my iPhone

Begin forwarded message:

From: Joel Hyatt (b)(6)
Date: December 6, 2015 at 2:53:28 PM EST
To: (b)(6)
Subject: Confidential Update and New Financing

Dear Secretary Carter,

I hope this finds you well. I am following your important activities with great interest, much admiration, and strong support!

(b)(4)


(b)(4)

In any event, I look forward to seeing you at some point in the future. In the meantime, please take good care and keep up your great work!

My very best wishes to you and yours for a wonderful holiday season and a happy, healthy and peaceful New Year.

Best regards,

Joel

Globality, Inc.

October 2015

Globality

STRATEGIC PREMISE

(b)(4)



THE PROBLEM: BUYERS OF SERVICES

(b)(4)



THE PROBLEM: BUYERS OF SERVICES



THE PROBLEM: PROVIDERS OF SERVICES



THE PROBLEM: PROVIDERS OF SERVICES

(b)(4)



THE TEAM: MANAGEMENT



Joel Hyatt | CEO
Co-founder and CEO: Hyatt Legal Services; Hyatt Legal Plans (acquired by MetLife)
Co-founder and CEO: Current TV (acquired by Al Jazeera)



Russell Burke | CFO
CFO, Magic Leap – led record B Round of $542million
Price Waterhouse, Sony Music, Weight Watchers, Mandalay Media



Porter Gale | GM, Marketing Services
20+ years experience in advertising
VP Marketing, Virgin America; GM, Kirshenbaum Bond



York Poon | Chief Product Officer
VP Product & Design, Elance/Upwork
Enterprise Procurement, Oracle; Consultant, Deloitte Consulting



Lior Delgo | President
Co-founder and CEO: FareChase (acquired by Yahoo!)
Co-founder and CEO: VideoSurf (acquired by Microsoft)
GPM Partner, Xbox at Microsoft



Bill Brooks | GM, Legal Services
CEO, Hyatt Legal Plans (part of the MetLife Group)
Senior Partner, Hyatt Legal Services; COO, Hyatt Legal Plans



Ran Harpaz | CTO
20+ years experience in large-scale technology strategies
CTO, Cellcom; Consumer Strategy Director, Paypal; Consultant, McKinsey

THE TEAM: BOARD



Mark Hurd
CEO, Oracle
Former CEO, Hewlett-Packard



John Joyce
Former CFO, IBM
Former President, IBM Global Services
Former COO, Silverlake Partners



Ron Johnson
Former SVP Apple
CEO, Enjoy



Joel Hyatt
Co-founder, Chairman & CEO, Globality



Lior Delgo
Co-founder & President, Globality



Bob Gunderson
Managing Partner, Gunderson, Dettmer
Serves as Counsel to the Company and Secretary to the Board

(b)(4)



MARQUEE LAW FIRMS COMMITTED TO GLOBALITY



MARQUEE MARKETING AGENCIES COMMITTED TO GLOBALITY




(b)(4)


(b)(4)

BUSINESS MODEL



FINANCIAL PROJECTIONS: PRIMARY ASSUMPTIONS

(b)(4)



SUMMARY FINANCIAL PROJECTIONS



FINANCING



From: Ashton Carter
To: (b)(6) SecDef (b)(6)
Subject: Fwd: December 10 (Thursday) Japanese National Holiday Reception
Date: Friday, December 04, 2015 4:59:13 PM

I can't go, (b)(5)

Sent from my iPhone

Begin forwarded message:

From: SASAE KENICHIRO (b)(6)
Date: December 4, 2015 at 12:23:31 PM EST
To: "'Ashton Carter'" (b)(6)
Subject: December 10 (Thursday) Japanese National Holiday Reception

Dear Ash,

I hope you had a great thanksgiving.
As the end of the year approaches, I am hosting our National Holiday Reception on December10th (Thursday).
As mentioned in the invitation that was sent to your office earlier, it will be held at my residence in the evening.
I very much appreciate it if you could join us and give short remarks at the reception.
It had been a while since I saw you last time and it would be great if we could catch up soon.

Ken Sasae
Ambassador of Japan

From: (b)(6)
To:
Subject: Re: Sched
Date: Friday, December 04, 2015 7:05:30 AM

Yes Sir.

----- Original Message -----
From: Ashton Carter [mailto(b)(6)
Sent: Friday, December 04, 2015 07:04 AM
To: SD - SecDef PSO
Subject: Sched

Ask office to shift sro mtg till after CENTCOM svtc. I'll be out at 8-815 not 745.

Sent from my iPhone

From: Ashton Carter
To: (b)(6)
Cc: Rosenbach, Eric HON SD
Subject: Re: GREAT
Date: Wednesday, December 02, 2015 6:22:18 PM

Ditto. And I meant it. And Eric get (b)(6) a badge!

Sent from my iPhone

> On Dec 2, 2015, at 2:06 PM, (b)(6) wrote:
>
> Spectacular evening. You really do make us proud. No finer example of aspiration of HKS(and the Center of which u were director).
> Thanks for kind words about me too. Was surprised and pleased to be promoted to special adviser- unless that was slip. Hopeful that it means Eric can get me a badge.
>
> Sent from my iPhone

From: (b)(6)
To:
Cc: (b)(6) Rosenbach, Eric HON SD; Smith, Eric BGen SD; (b)(6)
Subject: RE: Yale CEO Summit - Agenda
Date: Tuesday, December 01, 2015 1:15:52 PM

(b)(6)

Secretary Carter will no longer be able to attend, in person, as we will be on international travel to visit troops around the holiday.

I am trying to determine if there would be an opportunity for him to briefly participate via video teleconferencing. We are determining flight times and the time difference now. What are the exact times of Session One?

Thank you for your understanding and constant flexibility.

Best,

(b)(6)

---- Original Message ----

From: (b)(6)
Date: December 1, 2015, 11:05 AM EST
To: (b)(6)
CC:
Subject: Yale CEO Summit - Agenda

Ash,

I look forward to welcoming you to The Yale CEO Summit, where we will welcome far-ranging peers who are also beacons of leadership across their particular fields. Among those confirming their participation: The Hon. Kevin Rudd, 26th Prime Minister of Australia; Ash Carter, US Secretary of Defense; David Abney of UPS; Frank Blake of The Home Depot; Jim Chanos of Kynikos Associates; Elaine Chao, 24th US Secretary of Labor; Bill Donaldson, 27th Chairman of the SEC; Paul Volcker, 12th Chairman of the US Federal Reserve; Jason Furman, Chairman of the US Council of Economic Advisors; Joe Ucuzoglu of Deloitte & Touche LLP; Rick Goings of Tupperware; Hank Greenberg of CV Starr; Roger Crandall of MassMutual; Terry Lundgren of Macy's; Ken Frazier of Merck; Matt Levatich of Harley-Davidson; John Lundgren of Stanley Black & Decker; Stuart Miller of Lennar; Gary Naftalis of Kramer Levin Naftalis & Frankel; Nick Pinchuk of Snap-on; Tom Quinlan of RR Donnelley; Wilbur Ross of the WL Ross; Lynn Tilton of Patriarch Partners; and Robert Wolf of 32 Advisors.

I eagerly anticipate your participation; I know you will play a key role in the discussions. Our overall theme is, In Whom Do We Trust: Optimist Visionaries or Cynical Pragmatists. The Summit remains informal, OFF-THE-RECORD (unless otherwise noted), non-partisan, and highly interactive, and will not feature any lengthy speeches or academic lectures. I do not expect nor want you to spend any time preparing any formal remarks! While hoping you actively contribute to all of our discussions, I would especially appreciate your joining those who have already confirmed their participation on:

SESSION 2
Trust between Global Governments and Global Leaders

Your name may not appear on the attached draft agenda, but will appear on the final printed agenda. This entails your consideration of a few of your experiences that relate to the assigned theme. Our candid, off-the-record exchanges make prepared remarks impossible! I will toss out some general questions on the topic but will not burden anyone to deliver a speech. You need not respond to any topics the group is debating and can pass at any point; no one will be embarrassed by a "sneak attack" interrogation. You are invited to listen, reflect on your substantial experiences, and respond in candid, even provocative ways.

Attire for The Summit is "business" or "business casual."

To assist you with your travel arrangements, locations and approximate conference times are as follows:

• Wednesday, December 16: The Waldorf Astoria New York (301 Park Avenue) welcome reception/dinner starting at 6:15PM (Peacock Alley/Vanderbilt Room – Lobby Floor/Park Avenue);

• Thursday, December 17: The Waldorf Astoria New York (301 Park Avenue) breakfast begins at 7:00AM (Vanderbilt Room – Lobby Floor/Park Avenue) with general sessions (Empire Room – Lobby Floor/Park Avenue) beginning at 8:15AM. Adjournment at 4:30PM.

Sincerely,

(b)(6)
Yale Chief Executive Leadership Institute
101 Constitution Avenue NW
Suite 900 East
Washington, DC 20001
(b)(6)

From: (b)(6)
To:
Subject: RE: Doc
Date: Sunday, November 29, 2015 11:22:39 AM

Copy sir. Heading down now.

V/R,

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6)
Office (b)(6)
Email:
SIPR:

---- Original Message ----

From: Ashton Carter (b)(6)
Date: November 29, 2015, 11:07 AM EST
To: SD - SecDef PSO (b)(6)
Subject: Doc

I have an unclass item for you to scan and email to Eric and Eric

Sent from my iPhone

From: Ashton Carter
To: (b)(6)
Subject: Re: Documents
Date: Wednesday, November 25, 2015 7:28:36 AM

Now

Sent from my iPhone

> On Nov 25, 2015, at 7:28 AM, (b)(6) wrote:
>
> Sir I have the morning documents. Please advise if you would like me to bring them down or have them in the limo for the drive to the airport.
>
> V/R,
>
> (b)(6)
>
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: (b)(6)
> Office (b)(6)
> Email:
> SIPR:
>
>

From: (b)(6)
To:
Subject: RE: U can bring paperwork
Date: Wednesday, November 25, 2015 7:28:32 AM

On my way.

V/R,

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6)
Office (b)(6)
Email:
SIPR:

---- Original Message ----

From: Ashton Carter (b)(6)
Date: November 25, 2015, 7:20 AM EST
To: SD - SecDef PSO (b)(6)
Subject: U can bring paperwork

Sent from my iPhone

From: (b)(6)
To: Ashton Carter
Cc: Rosenbach, Eric HON SD
Subject: Follow up
Date: Monday, November 23, 2015 9:15:31 AM

(b)(5)

(b)(5) But as you said at end of meet, need fast followup. Dec 1 and 2 will be filled up here in Boston. But I could come to DC for meet Friday am 4 December--if that works for you.
Please let me know as soon as you can since juggling other.

Sent from my iPad

From: Ashton Carter
To: Sheryl Sandberg
Cc: (b)(6)
Subject: Re: your speech
Date: Saturday, November 21, 2015 12:15:33 PM

I'm relentless pal! Won't let up. Tnx for the inspiration. Best, Ash

Sent from my iPhone

On Nov 19, 2015, at 8:42 AM, Sheryl Sandberg (b)(6) wrote:

Secretary Carter,

I saw your speech and it was truly innovative — and inspiring. I really believe that the initiatives you and your team are launching with Force of the Future can lead the way for change in every industry.

And thank you for the Lean In reference. We are honored to partner with you and the DoD on the Circles program — launching in September was one of the most special moments in Lean In's history, and I am looking forward to keeping the momentum going.

My deepest admiration and gratitude for the impact you are making for women and for all who serve.

My very best,

Sheryl

sheryl sandberg | chief operating officer | facebook

1 hacker way | menlo park, ca | 94025

(b)(6)

From: (b)(6)
To: Ashton Carter; (b)(6) Rosenbach, Eric HON SD; Smith, Eric BGen SD; (b)(6)
Subject: E-mail messed up
Date: Saturday, November 21, 2015 9:47:07 AM

My work email isn't working on my iPhone. If you need me this weekend please email me on here and cc my work address too.

Thanks.

(b)(6)

From: (b)(6)
To:
Subject: RE: Request from (b)(6)
Date: Tuesday, November 17, 2015 5:08:56 PM

I sent her my address.

---- Original Message ----

From: Ashton Carter (b)(6)
Date: November 17, 2015, 5:00 PM EST
To: (b)(6)
Subject: Fwd: Request from (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: November 17, 2015 at 12:27:43 PM EST
> To: (b)(6)
> Subject: RE: Request from (b)(6)
>
> Ash – Please advise as to address where (b)(6) may send her book.
>
> Thank you.
>
> Best,
>
> (b)(6)
>
> From: (b)(6)
> Sent: Tuesday, November 17, 2015 11:59 AM
> To: (b)(6)
> Subject: Request from (b)(6)
>
> Hi (b)(6)

How are you? I hope all is well.

(b)(6) would like to send Ash Carter a copy of her Walter Reed Case/packet. Would you happen to know his mailing address so we can send the packet this week?

Please let me know if you have any questions or concerns.

Sincerely,

(b)(6)

Harvard University

Kennedy School of Government

(b)(6)

79 John F. Kennedy Street, Cambridge, MA 02138

(b)(6)

<image001.jpg>

From: (b)(6)
To:
Subject: RE: Docs
Date: Sunday, November 15, 2015 3:37:58 PM

Copy sir. On my way down.

V/R,

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6)
Office (b)(6)
Email
SIPR:

---- Original Message ----

From: Ashton Carter (b)(6)
Date: November 15, 2015, 3:36 PM EST
To: SD - SecDef PSO (b)(6)
Subject: Docs

I have some docs for u to pick up

Sent from my iPhone

From: (b)(6)
To:
Subject: Re: Documents
Date: Saturday, November 14, 2015 7:12:32 PM

Heading down now sir.

V/R,

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6)
Office (b)(6)
Email:
SIPR:

---- Original Message ----

From: Ashton Carter (b)(6)
Date: November 14, 2015, 7:11 PM EST
To: (b)(6)
Subject: Re: Documents

Now is fine

Sent from my iPhone

> On Nov 14, 2015, at 7:11 PM, (b)(6) wrote:
>
> Sir,
> Cables dropped off some document pertaining to tomorrow's phone call. Would you like them tonight or tomorrow morning before the call?
>
> V/R,
>
> (b)(6)
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: (b)(6)
> Office (b)(6)
> Email:
> SIPR:

From: (b)(6)
To:
Subject: Documents
Date: Sunday, November 15, 2015 7:20:49 AM

Sir, I have the talking points for today's phone call along with the morning documents. Please advise when you would like them delivered.

V/R,

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6)
Office (b)(6)
Email:
SIPR:

From: Ashton Carter
To: (b)(6)
Subject: Re: Email when u gave read ahead
Date: Saturday, November 14, 2015 12:09:27 PM

---

5 mins

Sent from my iPad

> On Nov 14, 2015, at 12:08 PM, (b)(6) wrote:
>
> Sir we have the read ahead now.
>
> V/R,
>
> (b)(6)
>
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: (b)(6)
> Office (b)(6)
> Email:
> SIPR:
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: November 14, 2015, 11:49 AM EST
> To: SD - SecDef PSO (b)(6)
> Subject: Email when u gave read ahead
>
>
>
> Sent from my iPad

From: Ashton Carter
To: (b)(6)
Cc: SecDef (b) Rosenbach, Eric HON SD
Subject: Re (b)(6) tomorrow
Date: Wednesday, November 11, 2015 8:44:47 PM

Ok. Hope he feels better!

Sent from my iPad

> On Nov 11, 2015, at 8:42 PM, Park, (b)(6) wrote:
>
>
>
> Sir-
>
> I will need to stay home tomorrow (b)(6)
(b)(6) I will be up on blackberry if needed.
>
> Have a nice evening.
(b)(6)

From: Ashton Carter
To: (b)(6) SecDef (b)(6)
Subject: Fwd: Thank You
Date: Wednesday, November 11, 2015 3:11:33 PM

Sent from my iPhone

Begin forwarded message:

From: Sheryl Sandberg (b)(6)
Date: November 11, 2015 at 2:29:57 PM EST
To: (b)(6)
Cc:
Subject: Thank You

Secretary Carter,

On Veterans Day, I wanted to send you my deepest thanks for your leadership of the DoD and all of the women and men who serve this country. I am also so grateful for your ongoing commitment to building a military that is as diverse as the nation it serves. Since we last saw each other and launched the Lean In Circles program, the program has already grown to almost 900 members in 60 Circles. We have also been encouraged by recent data that shows us Circles are working – over 80% of members attribute their Circle for a positive change in their life. My team had their first meeting with (b)(6) who I understand will be working closely with us to market and grow the program over the next year across all branches.

Having you speak out and support these issues is so critical and is making such a difference. I believe our partnership with the military and leaders like you is one of the single most impactful things we can do to reach equality.

Thank you again for your service, your partnership and for understanding that I am here to personally support you – publicly or privately – in any way that I can.

My very best,

Sheryl

sheryl sandberg | chief operating officer | facebook

1 hacker way | menlo park, ca | 94025

(b)(6)

From: (b)(6)
To:
Subject: Re: Please bring early bird down
Date: Tuesday, November 10, 2015 6:53:12 AM

Sir,

Commo is printing it now. It should be 5 minutes.

(b)(6)

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Tuesday, November 10, 2015 06:48 AM
To: SD - SecDef PSO
Subject: Please bring early bird down

Sent from my iPad

From:	Ashton Carter
To:	Lewis, Ronald LTG SD
Cc:	SecDef (b)(6)
Subject:	Re: Transcript | Clip of Secretary Carter"s Interview with Bob Woodruff on ABC World News Tonight
Date:	Sunday, November 08, 2015 4:42:08 PM

Tnx

Sent from my iPhone

> On Nov 8, 2015, at 4:38 PM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> SD,
> I'm not sure if you saw this earlier today. Transcript below.
> Vr
> Ron
>
> LTG Ron Lewis
> SMA to SecDef
> (b)(6)
>
>
> -----Original Message-----
> From: Cook, Peter C SES (US) (b)(6)
> Sent: Sunday, November 08, 2015 11:43 AM
> To: Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
> Cc: Woog, Carlin R (Carl) SES OSD PA (US); (b)(6)
> Subject: Fw: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight
>
> FYI This Week interview link and transcript below -- all on China/SCS. Came out well. PC
>
> Sent from my BlackBerry 10 smartphone.
> Original Message
> From: OSD Pentagon PA Mailbox Media Analysis (b)(6)
> Sent: Sunday, November 8, 2015 11:31 AM
> To: Cook, Peter C SES (US); (b)(6)
(b)(6)
> Cc: OSD Pentagon PA Mailbox Media Analysis
> Subject: RE: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight
>
> Mr. Cook,
>
> Please find the transcript of Sec. Carter on ABC's This Week pasted below. Here is the link: http://mms.tveyes.com/Transcript.asp?StationID=290&DateTime=11/8/2015 10:55:15 AM&LineNumber=&MediaStationID=290&playclip=True&RefPage=
>
> Sincerely,
> (b)(6)
>
> Office of the Assistant to the Secretary of Defense for Public Affairs
> Media Analysis (OMNITEC Solutions, Inc.)
> (b)(6)
>
> *****
>
> STEPHANOPOULOS: There you see the first handshake between the leaders of China and Taiwan in

66 years. It lasted a full minute. Opening talks could signal a new phase for those two countries, all of Asia and the US.
>
> As Bob Woodruff explains from his visit to the South China Sea this week with Defense Secretary Ashton Carter.
>
> (BEGIN VIDEOTAPE)
>
> BOB WOODRUFF, ABC NEWS CORRESPONDENT (voice-over): We met Defense Secretary Ash Carter on the USS Roosevelt on patrol in the South China Sea, the epicenter of this new clash, where American surveillance shows China on a building spree, creating 2,000 acres of new island. He's one of the biggest, the Subi Reef back in 2012. Here's the Subi Reef today. This new construction is making other countries nervous. This territory around the Spratly Islands is claimed by many, including Vietnam and the Philippines.
>
> UNIDENTIFIED U.S. NAVY FLIGHT OFFICER: They've built hundreds of meters in the past couple of months.
>
> WOODRUFF: U.S. military planes watching from the air, this week going further, President Obama sending a guided missile destroyer, the Lassen, within 21 nautical miles of one island, the Lassen cruising right by the Roosevelt during our interview.
>
> (on camera): What are we trying to accomplish?
>
> Do you think that China is going to stop doing what they are in terms of these islands if we go close to them or is this just a...
>
> (CROSSTALK)
>
> ASHTON CARTER, SECRETARY OF DEFENSE: What we're doing is...
>
> WOODRUFF: -- prophetic kind of warning?
>
> CARTER: -- what we have done for decades, that's a reflection of the American military presence in this region. And we are strengthening that, what President Obama calls the rebalance.
>
> Why is that?
>
> It's because it's the American strength here that has kept peace and stability in a region that has no NATO, has no security structure. That's the reason why we're out here.
>
> WOODRUFF (voice-over): The U.S. is also here because more and more Asian countries want to keep China in check. Some are old American allies, but also former enemies, like Vietnam. Secretary Carter was there in June.
>
> (on camera): Who would have ever thought that Vietnam wants us back here?
>
> CARTER: I remember very well a time when we were at war with Vietnam. Now, they very much want the American presence and our -- and a relationship and that was my purpose for my visit was to build that.
>
> WOODRUFF (voice-over): Regarding this new dispute, China's president saying this area has been China's territory since ancient times.
>
> WOODRUFF: Is this a more aggressive China under President Xi?
>
> CARTER: Well, this is widely viewed in the region as an aggressive act. And the United States regards it -- by the way, China isn't the only country doing it. I should say that. And we challenge all of them.
>
> President Xi, when he came to the United States and to visit President Obama, pledged that he had

no intention of militarizing those regions. And he needs to be good to his word.
>
> For our part, we're going to continue to sail, fly and operate wherever international law permits as we have done for decades. It's not going to change American behavior.
>
> WOODRUFF: For THIS WEEK, Bob Woodruff, ABC News, on the USS Roosevelt in the South China Sea.
>
> -----Original Message-----
> From: OSD Pentagon PA Mailbox Media Analysis
> Sent: Sunday, November 08, 2015 11:17 AM
> To: Cook, Peter C SES (US)
> Cc: OSD Pentagon PA Mailbox Media Analysis
> Subject: RE: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight
>
> Will do, sir.
>
> -----Original Message-----
> From: Cook, Peter C SES (US)
> Sent: Sunday, November 08, 2015 11:09 AM
> To: OSD Pentagon PA Mailbox Media Analysis
> Cc: OSD Pentagon PA Mailbox Media Analysis
> Subject: Re: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight
>
> Media team.... can we get a transcript and link to ABC's piece on the SD that aired on This Week when possible? Thanks Peter Cook
>
> Sent from my BlackBerry 10 smartphone.
> Original Message
> From: OSD Pentagon PA Mailbox Media Analysis
> Sent: Thursday, November 5, 2015 10:19 PM
> To: Cook, Peter C SES (US)
> Cc: OSD Pentagon PA Mailbox Media Analysis
> Subject: RE: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight
>
> Mr. Cook,
>
> Please find below the transcript from this morning's GMA segment featuring a clip of Secretary Carter's interview with Bob Woodruff. It was also very short.
>
> Regards,
> (b)(6)
>
> ***
>
> Clip: http://mms.tveyes.com/transcript.asp?StationID=170&DateTime=11/5/2015%207:01:57%20AM&playclip=true
>
> Transcript excerpt:
>
> BRIAN ROSS, HOST: This morning there is growing concern a terror bomb did bring down that Russian plane. If so it could represent what U.S. officials call the nightmare scenario for air travel everywhere. Counterterrorism officials say new intelligence led them to their conclusion that the plane was likely blown out of the sky.
>
> PHILIP HAMMOND, BRITISH FOREIGN SECRETARY: We have concluded that there is a significant

possibility that that crash was caused by an explosive device on board the aircraft.
>
> ROSS: As officials continue to search for clues in the desert the U.S. Secretary of Defense this morning echoed the concern about a bomb. In an exclusive interview with ABC's Bob Woodruff conducted on board an aircraft carrier in the South China Sea.
>
> SECRETARY ASHTON CARTER: That is one possibility, an explosive device and that is consistent with what we know but I understand that there are other hypotheses.
>
> BOB WOODRUFF: The Russian flight left from the Sharm el Sheikh airport in Egypt where now all flights to and from Britain are suspended because of what British officials told ABC News was lax security.
>
> SETH JONES, CT EXPERT (RAND CORP.): There are indications now that the airport itself may have been compromised by the Islamic State.
>
> WOODRUFF: Within hours, the Islamic State terror group in the Sinai said it was responsible for the Russian jet crash. A claim that was at first dismissed as propaganda, but now the group has become a prime suspect and it has posted a second claim of responsibility. Citing Russia's new role in fighting ISIS in Syria.
>
> JOHN COHEN, NEWS CONTRIBUTOR: Now that Russia has begun operating in the region they become a target of the same terrorist groups that have been targeting the U.S. and European nations over the last several years.
>
> WOODRUFF: While there is still no hard evidence a bomb was responsible, U.S. authorities are already considering what steps they could and should take to increase security for U.S. flights that go in and out of the region.
>
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> Sent: Thursday, November 05, 2015 10:11 PM
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> Subject: Re: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight
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> Could you check GMA from this morning? There was another clip there
>
> Sent from my BlackBerry 10 smartphone.
> Original Message
> From: OSD Pentagon PA Mailbox Media Analysis
> Sent: Thursday, November 5, 2015 5:09 PM
> To: Cook, Peter C SES (US)
> Cc: OSD Pentagon PA Mailbox Media Analysis
> Subject: RE: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight
>
> Yes sir. I went back and checked the entire program and only that short clip was aired.
>
> Respectfully,
>
> (b)(6)
>
>
> -----Original Message-----
> From: Cook, Peter C SES (US)
> Sent: Thursday, November 05, 2015 10:06 PM
> To: OSD Pentagon PA Mailbox Media Analysis
> Subject: Re: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight

>
> This all that aired?
>
> Sent from my BlackBerry 10 smartphone.
> Original Message
> From: OSD Pentagon PA Mailbox Media Analysis
> Sent: Thursday, November 5, 2015 5:02 PM
> To: Cook, Peter C SES (US); (b)(6)
> Cc: OSD Pentagon PA Mailbox Media Analysis; (b)(6) OSD Pentagon PA Mailbox Duty Officer Press Operations
> Subject: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight
>
> Mr. Cook,
>
> Please find below the requested transcript of the clip from Secretary Carter's interview with Bob Woodruff that played on ABC World News Tonight. Please also find below a link to the video. The clip was very short.
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> Regards,
>
> (b)(6)
>
> ***
>
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>
> David Muir: Bob Woodruff sat down with Ash Carter who also acknowledged it might be a bomb and bob asking, could it be ISIS?
>
> Bob Woodruff: Do you think there's a possibility ISIS could have been involved in this?
>
> Secretary Carter: There's always a possibility in this case and, in fact, ISIS is now metastasized around the world both by having branches in various places, as it has in the Sinai ... but I don't have any information to share with you on that that gives us an independent view.
>
>
> -----
>
> (b)(6)
>
> Office of the Assistant to the Secretary of Defense for Public Affairs
> Media Analysis (OMNITEC Solutions, Inc.)
> PHONE: (b)(6)
> EMAIL:
>
>
>
>
>
>
>

From: Ashton Carter
To: SD - SecDef PSO
Subject: Bring paperwork. I'll be leaving in five
Date: Saturday, November 07, 2015 10:04:23 AM

Sent from my iPhone

From: Lewis, Ronald LTG SD
To: SecDef (b)(6)
Cc: (b)(6) "Ashton Carter"
Subject: FW: Transcript | Clip of Secretary Carter"s Interview with Bob Woodruff on ABC World News Tonight
Date: Sunday, November 08, 2015 4:38:35 PM

SD,
I'm not sure if you saw this earlier today. Transcript below.
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: Cook, Peter C SES (US) [mailto (b)(6)
Sent: Sunday, November 08, 2015 11:43 AM
To: Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
Cc: Woog, Carlin R (Carl) SES OSD PA (US); (b)(6)
Subject: Fw: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight

FYI This Week interview link and transcript below -- all on China/SCS. Came out well. PC

Sent from my BlackBerry 10 smartphone.
Original Message
From: OSD Pentagon PA Mailbox Media Analysis (b)(6)
Sent: Sunday, November 8, 2015 11:31 AM
To: Cook, Peter C SES (US); (b)(6)
(b)(6)
Cc: OSD Pentagon PA Mailbox Media Analysis
Subject: RE: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight

Mr. Cook,

Please find the transcript of Sec. Carter on ABC's This Week pasted below. Here is the link: http://mms.tveyes.com/Transcript.asp?StationID=290&DateTime=11/8/2015 10:55:15 AM&LineNumber=&MediaStationID=290&playclip=True&RefPage=

Sincerely,

(b)(6)
Office of the Assistant to the Secretary of Defense for Public Affairs
Media Analysis (OMNITEC Solutions, Inc.)
(b)(6)

*****

STEPHANOPOULOS: There you see the first handshake between the leaders of China and Taiwan in 66 years. It lasted a full minute. Opening talks could signal a new phase for those two countries, all of Asia and the US.

As Bob Woodruff explains from his visit to the South China Sea this week with Defense Secretary Ashton Carter.

(BEGIN VIDEOTAPE)

BOB WOODRUFF, ABC NEWS CORRESPONDENT (voice-over): We met Defense Secretary Ash Carter on the USS Roosevelt on patrol in the South China Sea, the epicenter of this new clash, where American surveillance shows China on a building spree, creating 2,000 acres of new island. He's one of the biggest, the Subi Reef back in 2012. Here's the Subi Reef today. This new construction is making other countries nervous. This territory around the Spratly Islands is claimed by many, including Vietnam and the Philippines.

UNIDENTIFIED U.S. NAVY FLIGHT OFFICER: They've built hundreds of meters in the past couple of months.

WOODRUFF: U.S. military planes watching from the air, this week going further, President Obama sending a guided missile destroyer, the Lassen, within 21 nautical miles of one island, the Lassen cruising right by the Roosevelt during our interview.

(on camera): What are we trying to accomplish?

Do you think that China is going to stop doing what they are in terms of these islands if we go close to them or is this just a...

(CROSSTALK)

ASHTON CARTER, SECRETARY OF DEFENSE: What we're doing is...

WOODRUFF: -- prophetic kind of warning?

CARTER: -- what we have done for decades, that's a reflection of the American military presence in this region. And we are strengthening that, what President Obama calls the rebalance.

Why is that?

It's because it's the American strength here that has kept peace and stability in a region that has no NATO, has no security structure. That's the reason why we're out here.

WOODRUFF (voice-over): The U.S. is also here because more and more Asian countries want to keep China in check. Some are old American allies, but also former enemies, like Vietnam. Secretary Carter was there in June.

(on camera): Who would have ever thought that Vietnam wants us back here?

CARTER: I remember very well a time when we were at war with Vietnam. Now, they very much want the American presence and our -- and a relationship and that was my purpose for my visit was to build that.

WOODRUFF (voice-over): Regarding this new dispute, China's president saying this area has been China's territory since ancient times.

WOODRUFF: Is this a more aggressive China under President Xi?

CARTER: Well, this is widely viewed in the region as an aggressive act. And the United States regards it -- by the way, China isn't the only country doing it. I should say that. And we challenge all of them.

President Xi, when he came to the United States and to visit President Obama, pledged that he had no intention of militarizing those regions. And he needs to be good to his word.

For our part, we're going to continue to sail, fly and operate wherever international law permits as we have done for decades. It's not going to change American behavior.

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(b)(6)

***

Clip: http://mms.tveyes.com/transcript.asp?StationID=170&DateTime=11/5/2015%207:01:57%20AM&playclip=true

Transcript excerpt:

BRIAN ROSS, HOST: This morning there is growing concern a terror bomb did bring down that Russian plane. If so it could represent what U.S. officials call the nightmare scenario for air travel everywhere. Counterterrorism officials say new intelligence led them to their conclusion that the plane was likely blown out of the sky.

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ROSS: As officials continue to search for clues in the desert the U.S. Secretary of Defense this morning echoed the concern about a bomb. In an exclusive interview with ABC's Bob Woodruff conducted on board an aircraft carrier in the South China Sea.

SECRETARY ASHTON CARTER: That is one possibility, an explosive device and that is consistent with

what we know but I understand that there are other hypotheses.

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SETH JONES, CT EXPERT (RAND CORP.): There are indications now that the airport itself may have been compromised by the Islamic State.

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JOHN COHEN, NEWS CONTRIBUTOR: Now that Russia has begun operating in the region they become a target of the same terrorist groups that have been targeting the U.S. and European nations over the last several years.

WOODRUFF: While there is still no hard evidence a bomb was responsible, U.S. authorities are already considering what steps they could and should take to increase security for U.S. flights that go in and out of the region.

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Yes sir. I went back and checked the entire program and only that short clip was aired.

Respectfully,
(b)(6)

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Original Message
From: OSD Pentagon PA Mailbox Media Analysis
Sent: Thursday, November 5, 2015 5:02 PM
To: Cook, Peter C SES (US); (b)(6)

Cc: OSD Pentagon PA Mailbox Media Analysis; (b)(6) OSD Pentagon PA Mailbox Duty Officer Press Operations
Subject: Transcript | Clip of Secretary Carter's Interview with Bob Woodruff on ABC World News Tonight

Mr. Cook,

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Regards,

(b)(6)

***

Clip: http://mms.tveyes.com/transcript.asp?StationID=170&DateTime=11/5/2015%206:33:54%20PM&playclip=true

David Muir: Bob Woodruff sat down with Ash Carter who also acknowledged it might be a bomb and bob asking, could it be ISIS?

Bob Woodruff: Do you think there's a possibility ISIS could have been involved in this?

Secretary Carter: There's always a possibility in this case and, in fact, ISIS is now metastasized around the world both by having branches in various places, as it has in the Sinai ... but I don't have any information to share with you on that that gives us an independent view.

(b)(6)
Office of the Assistant to the Secretary of Defense for Public Affairs
Media Analysis (OMNITEC Solutions, Inc.)
PHONE: (b)(6)
EMAIL:

-----Original Message-----
From: Ashton Carter [mailto (b)(6)
Sent: Thursday, November 05, 2015 5:48 AM
To: (b)(6) SecDef (b)(6)
Subject: Fwd: Invitation

Please open and print

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: November 5, 2015 at 5:49:54 PM GMT+9
To: undisclosed-recipients:;
Subject: Invitation

Hi,

(b)(5) , its very important.

Thanks,

(b)(6)

From: (b)(6)
To:
Subject: Re: Tmrw
Date: Wednesday, November 04, 2015 6:48:21 PM

Food is in sir along with an additional RAH for the ship

---- Original Message ----

From: Ashton Carter (b)(6)
Date: November 5, 2015, 6:43 AM GMT+8
To: (b)(6)
Subject: Re: Tmrw

745

Sent from my iPhone

> On Nov 5, 2015, at 7:41 AM, (b)(6) wrote:
>
> Newest trifold has 0815 day brief and 0845 departure.
>
> Are you still good with American breakfast at 0800
>
>
>
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: November 4, 2015, 9:20 PM GMT+8
> To: (b)(6) SecDef (b)(6)
> Subject: Tmrw
>
> Packed and out at 830? I'll have Bkfst at 8. Tnx
>
> Sent from my iPhone

From: (b)(6)
To:
Subject: RE: Paperwork
Date: Wednesday, November 04, 2015 5:30:35 PM

Yes Sir.

V/R,

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6)
Email (b)(6)
SIPR:

---- Original Message ----

From: Ashton Carter (b)(6)
Date: November 5, 2015, 06:21 GMT+8
To: SD - SecDef PSO (b)(6)
Subject: Paperwork

You can put inside the outer door on desk

Sent from my iPhone

From: (b)(6)
To: SecDe (b)(6)
Subject: RE: Tmrw
Date: Wednesday, November 04, 2015 8:21:24 AM

Copy sir

---- Original Message ----

From: Ashton Carter (b)(6)
Date: November 4, 2015 9:20 PM GMT+8
To: (b)(6) SecDef (b)(6)
Subject: Tmrw

Packed and out at 830? I'll have Bkfst at 8. Tnx

Sent from my iPhone

From: Ashton Carter
To: (b)(6)
Subject: Re: Food is in
Date: Wednesday, November 04, 2015 7:29:22 AM

Ok Tnx

Sent from my iPhone

> On Nov 4, 2015, at 9:13 PM, (b)(6) wrote:
>
> Will do sir. They will be done in 30 minutes and we will put them in your front room with some read items and a map
>
>
>
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: November 4, 2015, 7:40 PM GMT+8
> To: (b)(6)
> Subject: Re: Food is in
>
> Thank you. Can I get casual pants pressed overnight? I will put outside my door
>
> Sent from my iPhone
>
>> On Nov 4, 2015, at 8:26 PM, (b)(6) wrote:
>>
>> Thank you
>>
>>
>>
>>
>> ---- Original Message ----
>>
>> From: Ashton Carter (b)(6)
>> Date: November 4, 2015, 6:32 PM GMT+8
>> To: (b)(6)
>> Subject: Re: Food is in
>>
>> I put outside door
>>
>> Sent from my iPhone
>>
>>> On Nov 4, 2015, at 7:25 PM, (b)(6) wrote:
>>>
>>>
>>>
>>> There is also a plaque for you to sign. MoD would like to have back this evening. If you could email me when you are done I will grab

From: Ashton Carter
To: (b)(6)
Cc: SecDef (b) Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
Subject: Re: Wilson center video
Date: Tuesday, November 03, 2015 6:21:17 PM

Ok

Sent from my iPhone

> On Nov 4, 2015, at 7:24 AM, (b)(6) wrote:
>
>
>
> Sir-
>
> (b)(6) passed that you would like to post a copy of the tribute video from the Wilson Center event last week. We have received all necessary permissions and I can send the link to the PA team for posting as long as you approve.
>
> (b)(6)

From: Ashton Carter
To: SD - SecDef PSO; (b)(6)
Subject: Paperwork
Date: Tuesday, November 03, 2015 4:42:06 PM

Please place in outer room

Sent from my iPhone

(b)(7)(C)

From: Ashton Carter
To: (b)(6)
Subject:
Date: Saturday, October 31, 2015 11:21:51 AM

(b)(7)(C)

Sent from my iPad

> On Oct 31, 2015, at 11:20 AM, (b)(6) wrote:
>
> Copy sir. Also, I have your morning docs and can bring them to you at your convenience.
>
> V/R,
>
> (b)(6)
>
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: (b)(6)
> Office (b)(6)
> Email:
> SIPR:
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: October 31, 2015, 7:18 AM AKDT
> To: SD - SecDef PSO (b)(6)
> Subject: (b)(7)(C)
>
> I'll go about 10 of 8
>
> Sent from my iPhone

From: (b)(6)
To:
Subject: (b)(5)
Date: Thursday, October 29, 2015 8:31:54 AM

I am coming by the building after you get back from WH to give you [redacted] I can also (b)(6)
make a copy of your pocket calendar at that time.

From:	Philip Zelikow
To:	Ashton Carter
Cc:	Lewis, Ronald F LTG USARMY (US)
Subject:	Re: Visiting DC
Date:	Wednesday, October 28, 2015 12:52:41 PM

This email was sent from a non-Department of Defense email account, and contained active links. All links are disabled, and require you to copy and paste the address to a Web browser. Please verify the identity of the sender, and confirm authenticity of all links contained within the message.

This email was sent from a non-Department of Defense email account, and contained active links. All links are disabled, and require you to copy and paste the address to a Web browser. Please verify the identity of the sender, and confirm authenticity of all links contained within the message.

Ash,

Thanks. If the ceremony is on the morning of the 11th I would be honored to be your guest.

It now appears I'll also be in DC on November 17-18 (to play the SecState in a CSIS simulex on South China Sea!). If you're around ....

And congratulations on receiving the public service award from the Wilson Center!

pz

From: (b)(6) < Caution-Caution- (b)(6) >
Date: Wednesday, October 28, 2015 at 7:45 AM
To: Philip Zelikow (b)(6)
Cc: Ron Lewis (b)(6) >
Subject: Re: Visiting DC

I'll be in Malaysia on 4th and have Memorial Day events at WH and Arlington on wed. Would you like to attend Arlington ceremony as guest? It's always nice. Ash

Sent from my iPhone

On Oct 26, 2015, at 11:26 AM, Philip Zelikow (b)(6) Caution-Caution (b)(6) > > wrote:

Ash,

I'll be in DC all day on Nov 4 for a late afternoon meeting with Senator Warner. Just on the off chance that you might have some time that day for a short visit ....

If that won't work, another window could be the morning of Wed., Nov 11.

All the best,

Philip

From:	Lewis, Ronald LTG SD
To:	SecDef (b)(6)
Cc:	"Ashton Carter"; (b)(6)
Subject:	FW: Wilson Center profiole on SD
Date:	Monday, October 26, 2015 7:05:20 PM

Below is the link to your Woodrow Wilson video. I think you'll like it.
Vr
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Monday, October 26, 2015 5:52 PM
To: Lewis, Ronald LTG SD; Rosenbach, Eric HON SD
Cc: Cook, Peter C SES (US); Woog, Carlin R (Carl) SES OSD PA (US)
Subject: Wilson Center profiole on SD

Here you go!

http://roustaboutmedia.com/wc-carter2015.html

(b)(6)
Confidential and Personal Asst. to the Secretary of Defense
w: (b)(6)

From: Lewis, Ronald LTG SD
To: SecDef (b) "Ashton Carter"
Subject: secure call with Kerry from your car at 1800
Date: Monday, October 26, 2015 6:00:28 PM

LTG Ron Lewis
SMA to SecDef
(b)(6)

From: Lewis, Ronald LTG SD
To: SecDef (b)
Cc: "Ashton Carter"; Rosenbach, Eric HON SD; (b)(6)
Subject: new for this morning!!!
Date: Monday, October 26, 2015 7:22:03 AM

Sir,
This was sent to (b)(6) late last night. (b)(6) is having a non-secure (b)(5) call at 0745 (25 mins from now). Do you want to call in from your car on the ride in?
Vr
Ron

----- Original Message -----
From: (b)(6)
Sent: Sunday, October 25, 2015 10:43 PM
To: (b)(6)
Subject: MONDAY: (b)(5) Call - October 26th at 7:45AM

Good Evening -

(b)(6) will host a NON-SECURE call with (b)(5) TOMORROW MORNING, October 26th at 7:45AM.

Manifest is below. Please confirm participation to me.

Please also ensure (b)(5),(b)(6) has the best number to connect (b)(5) to the conference call.

Let me know if you have any questions.

Thank you. -(b)(6)

LTG Ron Lewis
SMA to SecDef
(b)(6)

From: Lewis, Ronald LTG SD
To: SecDe(b)(6)
Cc: (b)(6)
Subject: FW: (b)(5)
Date: Sunday, October 25, 2015 6:59:17 PM

SD,
Approval
VR
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: (b)(6)
Date: October 25, 2015, 6:12 PM EDT
To: (b)(6)
CC: (b)(6) Lewis, Ronald LTG SD (b)(6)
(b)(6)
Subject: (b)(5)

(b)(6) Colleagues,

Please convey the following (b)(6)
(b)(5) Please proceed as planned.

Thank you
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Sunday, October 25, 2015 4:09 PM
To: (b)(6)
Cc: (b)(6)
(b)(6)
Subject: RE: Connecting

Hi Ron,

We just heard that (b)(5) So, please proceed as planned.

Feel free to reach out if you have any questions.

Best, (b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, October 24, 2015 6:16 PM
To: (b)(6)
Cc:
Subject: Re: Connecting

Hi GEN Lewis,

(b)(5)

I just checked with [redacted] who notes that we may not get an answer before tomorrow (or possibly Monday). [redacted] recommendation is that, (b)(5)
(b)(5)

Please feel free to call if you have any questions. I can be reached at (b)(6)

Best,
(b)(6)

----- Original Message -----
From: (b)(6)
Sent: Saturday, October 24, 2015 05:33 PM
To: (b)(6)
Cc:
Subject: Re: Connecting

Hi GEN Lewis,

We do not have an answer back yet.

I will do some. Checking and get back to you.

Best, (b)(6)

----- Original Message -----
From: Lewis, Ronald LTG SD [mailto (b)(6)
Sent: Saturday, October 24, 2015 05:25 PM
To: (b)(6)
Cc:
Subject: RE: Connecting

Thanks (b)(6) Appreciate the connection. We just left Dover after welcoming back our fallen from Iraq and talking with family/unit reps. Is there any update from the team?
Best
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: (b)(6)
Date: October 24, 2015, 1:41 PM EDT
To: Lewis, Ronald LTG SD (b)(6)
CC: (b)(6)
(b)(6)
Subject: Connecting

Ron -- Good speaking with you earlier. Since I'm on the West Coast, I'm connecting you with (b)(6) and (b)(6) If we receive any word on what we discussed, they can give you a heads up. Thanks!

From: (b)(6)
To:
Cc:
Subject: Today
Date: Saturday, October 24, 2015 11:56:28 AM

Sir,

I was just informed the SMA has requested we stop at the office first before going to the helos.

V/R,

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6)
Office (b)(6)
Email:
SIPR:

From: Lewis, Ronald LTG SD
To: SecDe (b)(6)
Cc: (b)(6)
Subject: RE: Dt time
Date: Saturday, October 24, 2015 10:31:44 AM

Sir,
Wheels down for the C-17 is 1450. I recommend we slide our helo take off to 1245. VR
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: SecDef (b)(6)
Date: October 24, 2015, 8:35 AM EDT
To: Lewis, Ronald LTG SD (b)(6)
Subject: Dt time

Did it slip??? Highlights says 1612 not 1512

From: (b)(6)
To:
Subject: Fwd: Invitation for Ash (b)(6) Carter from (b)(6)
Date: Tuesday, October 20, 2015 2:48:30 PM

Will you let them know he is traveling--I am not sure who this is--he may want to say something more personal than that.

---------- Forwarded message ----------
From: (b)(6)
Date: Tue, Oct 13, 2015 at 1:08 PM
Subject: Fwd: Invitation for Ash (b)(6) Carter from (b)(6)
To: (b)(6)

Ash (b)(6) Hope you are both well.

Please see invitation from (b)(6) below.

All best.
(b)(6)

Sent from my Verizon Wireless 4G LTE smartphone

-------- Original message --------
From: (b)(6)
Date: 10/13/2015 12:27 PM (GMT-05:00)
To: (b)(6)
Subject: Invitation for Ash (b)(6) Carter

Hello (b)(6)

Thanks very much for offering to forward this email invitation to Ash.

Have a great day!

Best regards,

(b)(6)

(b)(6)

(b)(6)

From: (b)(6)
Sent: Monday, October 12, 2015 7:00 AM
To: (b)(6)
Subject: Volunteers of America Cocktail Reception

<mailto:(b)(6)?subject=Volunteers%20of%20America%20Cocktail%20Reception>
(b)(6)

From: Ashton Carter
To: (b)(6)
Subject: Re: Documents
Date: Sunday, October 18, 2015 6:47:49 PM

Ok plz bring down

Sent from my iPhone

> On Oct 18, 2015, at 6:21 PM, (b)(6) wrote:
>
> Sir,
>
> I have the documents ready to give back to you
> (b)(6)
>
> Office of the Secretary of Defense
> Cell: (b)(6)
> Email: (b)(6)
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: October 18, 2015, 4:22 PM EDT
> To: SD - SecDef PSO (b)(6)
> Subject: Short walk
>
>
>
> Sent from my iPhone

From: (b)(6)
Sent: Sunday, October 18, 2015 5:38 PM
To: (b)(6) SecDef (b)(6)
Cc: (b)(6) Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
Subject: RE: Kurt Campbell

Copy

Hon. Campbell-

I will be in touch first thing tomorrow to find a time for you to come in and meet with Secretary Carter.

(b)(6)

---- Original Message ----

From: Ashton Carter (b)(6)
Date: October 18, 2015, 5:07 PM EDT
To: (b)(6) SecDef (b)(6)
CC: Kurt Campbell (b)(6)
Subject: Kurt Campbell

(b)(6) please arrange a ten-min mtg w Kurt (make it 20), he requested, this wk. I appointed him to the Dpb so he should have bldg pass etc. Tnx

Sent from my iPhone

From: Lewis, Ronald LTG SD
To: (b)(6) Rosenbach, Eric HON SD
Cc: SecDef (b)(6)
Subject: RE: From Ash
Date: Friday, October 16, 2015 8:18:28 PM

Will do. (b)(6) took the lead coordinating from our office.

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: October 16, 2015, 7:51 PM EDT
To: Lewis, Ronald LTG SD (b)(6) Rosenbach, Eric HON SD (b)(6)
CC: SecDef (b)(6)
Subject: Fwd: From Ash

Note. Plz thank those involved.

Sent from my iPad

Begin forwarded message:

> From: "Harold Brown" (b)(6)
> Date: October 16, 2015 at 4:10:19 PM EDT
> To: "Ashton Carter" (b)(6)
> Subject: FW: From Ash
>
> Many thanks for arranging it. Your office and program office really went out of their way to make it convenient for me.
>
> -----Original Message-----
> From: Harold Brown (b)(6)
> Sent: Friday, October 16, 2015 1:08 PM
> To: Ashton Carter (b)(6)
> Subject: RE: From Ash
>
> Ash--The briefing was yesterday, was both well done and fascinating. I am mulling over what I learned and can give you my thoughts when you have a few minutes and we are both in DC. Best, Harold
>
> From: Ashton Carter (b)(6)
>
> Subject: From Ash

Date: Wed, 14 Oct 2015 09:44:48 -0400

To: (b)(6)

Harold -- I'm told the brfg is today. Let me know if it is satisfactory. Best, Ash

Sent from my iPhone

From:	Lewis, Ronald LTG SD
To:	SecDef (b)(6)
Cc:	"Ashton Carter"
Subject:	reminder first call this morning with SEN Reed at 0800
Date:	Thursday, October 15, 2015 7:34:08 AM

LTG Ron Lewis
SMA to SecDef
(b)(6)

From:	Ashton Carter
To:	(b)(6)
Subject:	Fwd: December meeting
Date:	Wednesday, October 14, 2015 2:26:31 PM
Attachments:	Invitation to Secretary Carter 10132015.pdf ATT00001.htm Board List (Sep 2015).pdf ATT00002.htm

---

Sent from my iPhone

Begin forwarded message:

From: Rich Ellings (b)(6)
Date: October 14, 2015 at 12:55:17 PM EDT
To: (b)(6)
Subject: December meeting

Hi Ash,

On behalf of the board of directors at The National Bureau of Asian Research (NBR), it is our pleasure to invite you to join us at a time of your convenience during our end-of-year board meeting, which runs from late afternoon through evening December 1 and all day through evening December 2, 2015 in Washington, D.C. We're proposing to design a discussion program – say running for 1-3 hours – that would help you think through pertinent Asia policy issues (including Russia) of your choosing.

Please see the attached invitation from Charlie Brady and me.

All the very best,

Rich

This e-mail and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this e-mail in error please notify the NBR system manager. If you are not the named addressee please notify the sender immediately by e-mail and please delete this e-mail from your system. If you are not the intended recipient you are hereby notified that disclosing, copying, distributing, or taking any action in reliance on the contents of this information is strictly prohibited.

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NBR THE NATIONAL BUREAU *of* ASIAN RESEARCH

October 13, 2015

Dr. Ashton Carter
Secretary of Defense
1000 Defense Pentagon
Washington, DC 20301-1000

Dear Ash,

On behalf of the board of directors at The National Bureau of Asian Research (NBR), it is our pleasure to invite you to join us at a time of your convenience during our end-of-year board meeting from December 1-2, 2015 in Washington, D.C.

In keeping with our mission to inform and strengthen the development of U.S. policy toward Asia, we could organize a short program tailored to your interests. For instance, we might arrange a panel of specialists from our network to address the implications of key ongoing or looming issues in Asia, such as: what adjustments may be useful ahead in U.S. defense strategy in the region (possible ways, for example, to turn Russia into a more positive factor in Asia – and elsewhere, for that matter); how might defense strategy complement the Trans-Pacific Partnership; latest calculations by actors with critical interests on the Korean peninsula; opportunities and challenges as Japan becomes a normal security power; the Arctic sea lanes and what they mean for Asia. These options are just meant to whet your appetite, Ash. Please let us know what would be most beneficial for us to focus on.

You might value a chance to get away from the Pentagon, and we would be glad to host you at our new offices in DC. Alternatively, you might prefer that we visit you in your office. We would be glad to make either plan happen.

We can be reached best through Rich at (b)(6) Alternatively, NBR's Washington, D.C. Director is Col. (ret.) Roy Kamphausen, at (b)(6) or (b)(6)

As you know, NBR's board includes leading members of the American business community, former government officials, and former members of Congress. Attached is the list of our current board memberships.

We look forward to hearing from you.

Sincerely,

Charles W. Brady
Chairman
NBR Board of Directors

Richard J. Ellings
President

1301 PENNSYLVANIA AVENUE NW, SUITE 305 ~ WASHINGTON, D.C. 20004 USA ~ PHONE 202-347-9767, FAX 202-347-9766 ~ NBRDC@NBR.ORG, WWW.NBR.ORG

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& Friedman LLP

Stanley Roth
The Boeing Company

Sheldon Simon
Arizona State University

Ashley Tellis
Carnegie Endowment for
International Peace

John White
Harvard University

From: Ashton Carter
To: (b)(6)
Subject: Re: Lunch
Date: Monday, October 12, 2015 8:17:27 AM

Now is fine

Sent from my iPhone

> On Oct 12, 2015, at 7:56 AM, (b)(6) wrote:
>
> Sir,
>
> The (b)(6) just became available and I can deliver at your convenience.
>
>
>
> V/R,
>
> (b)(6)
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: (b)(6)
> Office (b)(6)
> Email:
> SIPR:
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: October 12, 2015 07:46 EDT
> To: (b)(6)
> Subject: Re: Lunch
>
> Tnx
>
> Sent from my iPhone
>
>> On Oct 12, 2015, at 7:45 AM, (b)(6) wrote:
>>
>> Sir,
>>
>> (b)(6) related lunch will be served on the plane.
>>
>>
>>
>> V/R,
>>
>> (b)(6)
>> Personal Security Officer
>> Office of the Secretary of Defense
>> Pentagon, Washington D.C.
>> Cell: (b)(6)
>> Office (b)(6)
>> Email:
>> SIPR:

From: Lewis, Ronald LTG SD
To: SecDe(b)(6)
Cc: (b)(6)
Subject: FW:(b)(5)
Date: Sunday, October 11, 2015 11:46:06 AM

Sir
(b)(5) Are you available? Control room?
Vr
Ron

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From:(b)(6) (b)(6)
Date: October 11, 2015, 9:39 AM CDT
To: Wormuth, Christine E HON (US) (b)(6)
CC: (b)(6) Lewis, Ronald LTG SD (b)(6) Nuland, Victoria J (b)(6) Rosenbach, Eric HON SD (b)(6) ; Selva, Paul J Gen USAF JS OCJCS (US) (b)(6) Slotkin, Elissa B SES OSD OUSD POLICY (US) (b)(6)
Subject: Re:(b)(5)

(b)(5)
(b)(5) PB and I will talk again in few mins after his call

Sent from my BlackBerry 10 smartphone.
Original Message
From: Wormuth, Christine E HON (US)
Sent: Sunday, 11 October 2015 17:30
To:(b)(6)
Cc: Slotkin, Elissa B SES OSD OUSD POLICY (US); Nuland, Victoria J; Selva, Paul J Gen USAF JS OCJCS (US);(b)(6) Rosenbach, Eric HON SD; Ronald BG SD Lewis
Subject: Re:(b)(5)

Never mind my previous- somehow I missed your earlier email. Hold on a sec.

Sent from my BlackBerry 10 smartphone.
Original Message
From:(b)(6)
Sent: Sunday, October 11, 2015 10:27 AM
To: Wormuth, Christine E HON (US)
Cc: Slotkin, Elissa B SES OSD OUSD POLICY (US); Nuland, Victoria J; Selva, Paul J Gen USAF JS OCJCS (US);(b)(6) Rosenbach, Eric HON SD; Ronald BG SD Lewis
Subject: Re:(b)(5)

Christine -(b)(5)
(b)(5)

(b)(6

Sent from my BlackBerry 10 smartphone.
Original Message
From: (b)(6)
Sent: Saturday, 10 October 2015 23:18
To: Wormuth, Christine E HON (US)
Cc: Slotkin, Elissa B SES OSD OUSD POLICY (US); Nuland, Victoria J; Selva, Paul J Gen USAF JS OCJCS (US); (b)(6) Rosenbach, Eric HON SD; Ronald BG SD Lewis
Subject: Re: (b)(5)

Just off with Gen Austin, walked him through the context. (b)(5)
(b)(5)

Thanks, (b)(6)

Sent from my BlackBerry 10 smartphone.
Original Message
From: Wormuth, Christine E HON (US)
Sent: Saturday, 10 October 2015 22:54
To: (b)(6)
Cc: Slotkin, Elissa B SES OSD OUSD POLICY (US); Nuland, Victoria J; Selva, Paul J Gen USAF JS OCJCS (US); (b)(6) Rosenbach, Eric HON SD; Ronald BG SD Lewis
Subject: Re: (b)(5)

Understand. Thanks John! CEW

Sent from my BlackBerry 10 smartphone.
Original Message
From: (b)(6)
Sent: Saturday, October 10, 2015 3:47 PM
To: Wormuth, Christine E HON (US)
Cc: Slotkin, Elissa B SES OSD OUSD POLICY (US); Nuland, Victoria J; Selva, Paul J Gen USAF JS OCJCS (US); (b)(6) Rosenbach, Eric HON SD; Ronald BG SD Lewis
Subject: Re: (b)(5)

I'll try to get him now. Piece of this is also (b)(5)

Sent from my BlackBerry 10 smartphone.
From: Wormuth, Christine E HON (US)
Sent: Saturday, 10 October 2015 22:34
To: (b)(6)
Cc: Slotkin, Elissa B SES OSD OUSD POLICY (US); Nuland, Victoria J; Selva, Paul J Gen USAF JS OCJCS (US); (b)(6) Rosenbach, Eric HON SD; Ronald BG SD Lewis
Subject: (b)(5)

John: could you please give Lloyd Austin a call on this directly? (b)(5)
(b)(5)

Please let us know the outcome of that conversation so we can nail down exactly when this will go

ahead. Thanks! CEW

Sent from my BlackBerry 10 smartphone.

From:	Ashton Carter
To:	SD - SecDef PSO
Cc:	SecDef (b)(6)
Subject:	Coming up to control rm
Date:	Saturday, October 10, 2015 2:08:30 PM

Plz place secure call to CJCS

Sent from my iPhone

From: (b)(6)
To: SecDef (b)(6)
Cc: (b)(6)
Subject: COMPLETED: Letter of Recommendation
Date: Wednesday, October 07, 2015 3:12:48 PM

Sir-

(b)(6) has reached out to (b)(6) and let him know that he will be drafting a letter of recommendation. The letter will come from (b)(6) and not from you.

Best,

(b)(6)

-----Original Message-----
From: Ashton Carter [mailto (b)(6)
Sent: Tuesday, October 06, 2015 3:12 AM
To: (b)(6) CIV SD
Cc: SecDe (b)(6)
Subject: Fwd: Letter of Recommendation

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: October 5, 2015 at 8:24:57 PM EDT
To: (b)(6)
Subject: Letter of Recommendation

Dear Dr. Carter,

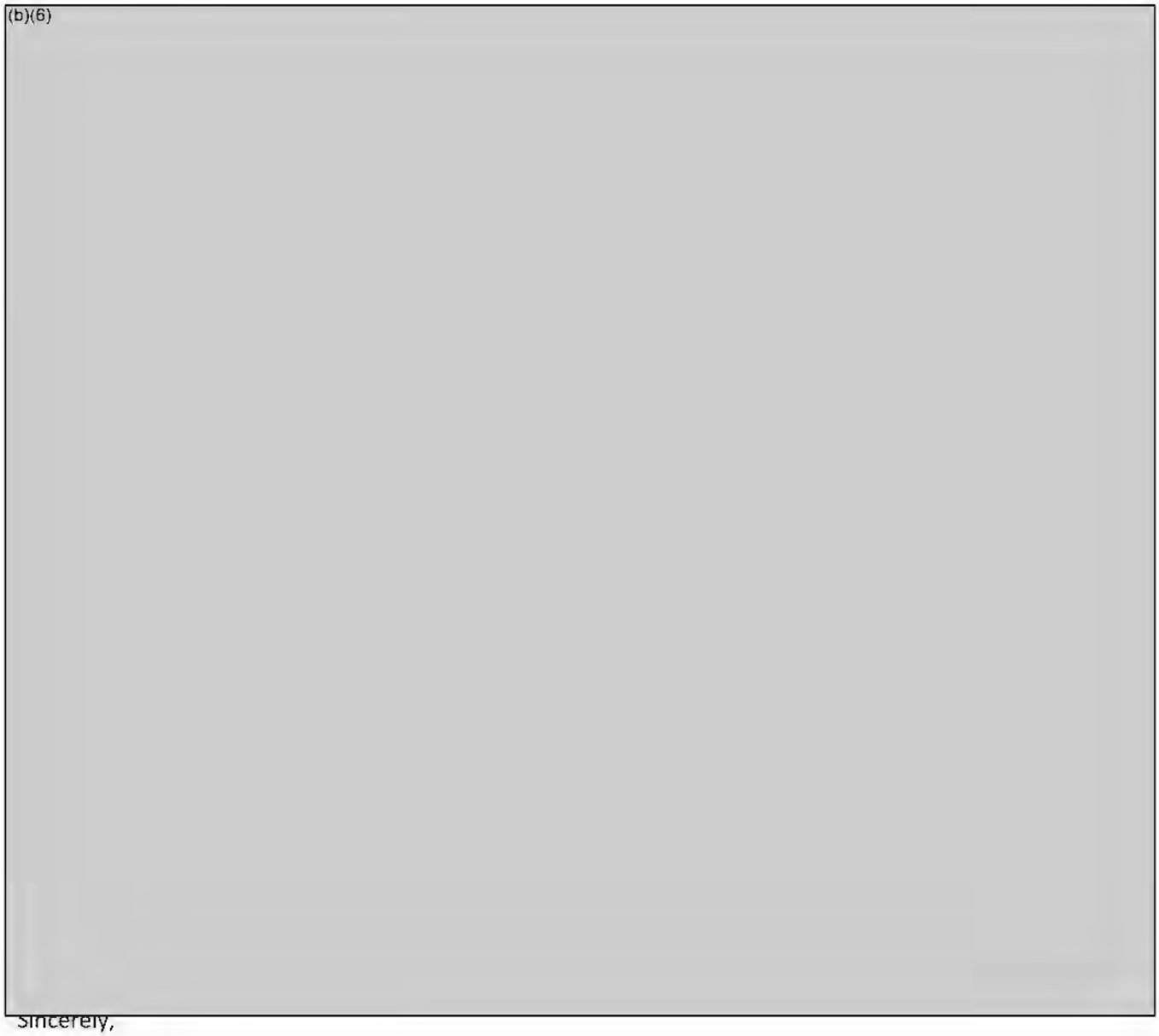
It is (b)(6) I was on your security detail when you (b)(5) (b)(5) and left your detail when (b)(5) I have attached a picture of us together so that you can put a face with a name. First off, I would like to congratulate you on being selected as the Secretary of Defense. I believe you to be a wise selection. I am writing to ask if I could have you write me another letter of recommendation. I have taken the liberty of writing one and attaching it for you. Since I have been out of the military I have been contracting overseas. (b)(6) (b)(6) (b)(6) It is basically the same job I was doing when I was providing security for you. I think a letter from you would go a long ways in helping me. If you could spare the time and help me I would greatly appreciate it. Thank you so much for your time and service. I wish you and Mrs. Carter the best of luck.

Respectfully,

(b)(6)

Dear Hiring Manager:

(b)(6)



Sincerely,

From:	Rosenbach, Eric HON SD
To:	SecDef (b)(6)
Cc:	(b)(6) Lewis, Ronald LTG SD
Subject:	Gates Request
Date:	Monday, October 05, 2015 2:33:29 PM
Attachments:	dod_budgetary_turmoil_final - Hale Paper for Brookings 09022015.pdf Sequestration and Continuing Resolution Quotes.docx

Sir:
See below for Secretary Gates' requested info and documents. We're of course happy to provide anything else he needs.
Eric

1. Number of years without an enacted defense appropriations bill at start of the FY
* Since we moved to the current FY (Oct 1 vice the old July 1) in the fall of 76, we have now begun 40 fiscal years as of this week We have had an enacted funding bill to start the year only 10 of those 40 years, including only 2 of the last 10 years
* We have begun FY16 on a CR. This marks the 7th straight year without a funding bill in place at the start of the year, representing every fiscal year since President Obama took office
* During the past 6 complete fiscal years that started and ended under Obama (Oct 1 2009 through Sept 30 2015) we have spent 24 months or 1/3 of those six years under a CR
* Looking at only the first quarter (Oct 1- Dec 31) of those past 6 FYs, we have had an enacted funding bill for a mere 6.5% of the time

2. same as #1, only 10 of 40 years without a CR for part of the year, only 2 of the last 10, and none of the past 7 including the year we just started

3. DoD has never had a full year CR. We hope this year is not the first, but it's possible

Attached find the public statements requested. Also attached, if useful, is a report from Robert Hale published in August.

Eric Rosenbach
Chief of Staff
(b)(6)

Center for
21st Century Security
and Intelligence
at BROOKINGS

AUGUST 2015

Budgetary turmoil at the Department of Defense from 2010 to 2014:

A personal and professional journey

ROBERT HALE
Booz Allen Hamilton Fellow



Budgetary turmoil at the Department of Defense from 2010 to 2014:

A personal and professional journey

ROBERT HALE

SUMMARY

During the past five years, the Department of Defense (DOD) has experienced nearly constant budgetary turmoil. The large and sudden sequester cuts of 2013 and the government shutdown in that same year constitute the best known events. Other instances are less well known but contributed to disruption. They include creating plans to shut down DOD on five different occasions, creating two budgets for the same year on several occasions because of uncertainty about the ultimate size of the appropriation, a major out-of-cycle planning process, and accommodating budgets that were six months late in enactment during two of the past five years. While this paper focuses on past budgetary turmoil at DOD, that turmoil unfortunately continues today.[1]

As the comptroller and chief financial officer for DOD from 2009 to 2014, I coordinated many of DOD's efforts to accommodate this turmoil, working under the guidance of the secretary of defense and his deputy. This paper documents the budgetary turmoil and the problems it created for DOD and its employees and contractors. To do so I have drawn on my own experiences, interviews with key personnel inside and outside the Department, media coverage, and analyses by outside organizations.

I believe that this budgetary turmoil imposed a high price on DOD and therefore on the nation it serves. The price was not measured in dollars, since DOD certainly didn't get any extra funding to pay the costs of the turmoil. Rather, the price took the form of harm to the efficiency and effectiveness of the Department's mission. The 2013 sequestration led to adverse effects on military readiness, leaving the military less prepared than it should have been had a major contingency occurred. The 2013 back-to-back furloughs for sequestration and shutdown led civilian employees to wonder whether the Department still valued their efforts. That year's sequestration and government shutdown imposed costs that siphoned money away from more useful purposes, not to mention about $400 million in wasted civilian personnel costs. Finally, the budgetary turmoil consumed substantial amounts of the time of thousands of managers already burdened with managing the wars in Iraq and Afghanistan, thereby delaying their efforts to bring about long-term improvements such as audit readiness.

Many of the wounds caused by past turmoil have healed with the passage of time. But one has not. The budgetary turmoil contributed significantly to sharply declining employee morale, particularly among civilian employees. Poll data suggest that the morale of government civilian employees has declined by about 12 percent since the turmoil began in 2010. Interviews with Department leaders who lived through the budgetary turmoil confirm the decline. These leaders believe the morale problem continues today.

The budgetary turmoil also affected me personally. I lost a bet about sequestration and had to buy the chairman

1 The budgetary turmoil addressed in this paper also had adverse effects at federal agencies other than DOD. These agencies have important missions, including some that directly affect national security. While they are not the subject of this paper, they too no doubt paid a substantial price during this period.

of the Joint Chiefs a good bottle of scotch. I experienced restless nights wondering if our financial proposals to offset turmoil and maintain military readiness would be accepted by Congress and what I would do if they were not accepted. Most of all, my role in overseeing the sequester and shutdown furloughs led to considerable personal misgiving. I knew that I was implementing actions that harmed the morale and, in the case of sequester furloughs, the pocketbooks of hundreds of thousands of DOD civilian employees who were helping defend our nation.

What should be done about the harm caused by budgetary turmoil? We cannot reverse past events, but we must end the threat of future turmoil. As soon as possible, and no later than the next month or so, the president and the Congress need to reach a two-year budget agreement that provides reasonable budgetary certainty. The country also needs a long-term and broader budget agreement that ends the threat posed by sequester cuts, government shutdowns, and budget delays. That agreement will no doubt have to wait until after the 2016 election, but it should be a high priority for the next administration.

With the turmoil halted, DOD needs to take steps to repair the morale of its employees, especially its civilian employees. There are many changes that need to be made in the civil service system, and they often require legislation. One simple step, however, can be taken by the Department right now. DOD can more effectively harness the power of praise, making sure that whenever Department leaders thank military personnel for their service to the country they also thank the civilians who support them. This small step should begin to reassure civilian employees regarding their value to DOD.

NATURE OF THE TURMOIL

In terms of DOD budgetary turmoil, 2013 is the year that will live in infamy. On March 1, 2013, the Office of Management and Budget (OMB) complied with the Budget Control Act of 2011 and "sequestered"—that is, cut—about $37 billion in defense funding for FY 2013, the fiscal year that ended on September 30, 2013. The cut had to be applied equally in percentage terms in about 2,500 line items of the defense budget (so-called programs, projects, and activities). DOD had to take action to accommodate each and every cut or risk violating the Antideficiency Act, which imposes criminal penalties for willful violations.

No sooner had DOD complied with these sequester cuts than the government shut down. Near midnight on September 30, 2013, as I sat anxiously at my desk in room 3E770 in the Pentagon, the OMB director released a memo confirming that Congress and the president had not agreed on a budget for FY 2014. Therefore, DOD and most other federal agencies had to cease all operations except those required to maintain safety of life and protect property. All DOD civilian employees other than those "excepted" (involved in safety of life and protection of property) had to be placed on furlough.

Sequester and shutdown are the poster children for budgetary turmoil, but there was more. Since 2010 DOD planned to shut down its operations no fewer than five times while I served as comptroller.[2] Three of those events resulted in useless work but only limited disruption. The first was the shutdown scare in FY 2010 when Congress delayed passage of a large supplemental funding bill for the war. The second happened in August 2013 as the country approached, but fortunately did not exceed, the debt ceiling imposed by law. Breaching the debt ceiling would not have forced DOD to shut down its operations, but the Department might not have been able to pay all of its bills. The final scare during my tenure as comptroller occurred in late 2013 when Congress was again late in agreeing on a budget.

Two of these five shutdown planning efforts ran to completion—one in 2011 when shutdown was averted just a few hours before the April 8 deadline and the other in 2013 when shutdown actually occurred on October 1. These planning actions were disruptive. Completed shutdown planning efforts require detailed guidance regarding what activities can continue during the shutdown, guidance that must be extensively reviewed and disseminated across thousands of DOD installations and commands. Civilians who are to be furloughed because of the shutdown must be identified by commanders and staff and then notified by individual letters, leading understandably to a barrage of questions and much employee angst. Employee concerns and added workload consume most of senior managers' time during the period before the possible shutdown.

2 In December 2014, after I had left government, DOD prepared for shutdown yet again. In that case shutdown was averted with only an hour to spare.

The 2011 shutdown was averted with less than two hours to spare on April 8, a Friday night. When I walked into the next morning's staff meeting held by the secretary of defense, a senior military leader came up and said firmly, "Bob, don't ever do that again!" He understood the chaos caused by planning for shutdown, even if the shutdown itself was averted. Unfortunately, I was not able to comply with his direction.

Uncertainty also forced DOD to prepare multiple budget plans. For FY 2013 DOD prepared two budgets, one at a level the Department believed was appropriate for national security and another at the lower budget cap levels specified by the law (often called sequester-level funding[3]). Preparing a single budget for one of the world's largest organizations requires a great deal of time. Preparing two budget plans for one year wasted substantial amounts of time that would have been better spent managing budgetary execution and pursuing long-term productivity improvements. In FY 2013 DOD also completed an out-of-cycle planning process (the Strategic Choices and Management Review) designed to provide guidance for adapting to cap-level budgets. This review, which came hard on the heels of that year's regular review, represented a useful and much-needed exercise but one that ate up still more time. DOD repeated the wasteful multiple-budget process for FY 2014, submitting a budget and then assisting as Congress reduced it to levels required by the budget caps.

Some lesser-known events also contributed to budgetary turmoil. Twice over the past five years Congress has forced DOD to rely on continuing resolutions (CR) for at least six months. During the other years the CRs lasted two or three months. When Congress and the president cannot agree on a budget by the beginning of the fiscal year, they usually rely on a CR to prevent the shutdown of government. CRs generally instruct DOD to operate at the same rate of funding as in the past year for each of its roughly 50 appropriations. Sometimes the previous year's levels leave the money in the wrong appropriations, which occurred to a significant extent in FY 2013 and added to that year's dismal quality. Even if the money is distributed in the right pots and in roughly the right amounts, CRs require considerable effort to implement. They are a poor way to manage any organization, especially a massive and complex one like DOD.

Finally, budgetary turmoil led to large, time-consuming reprogrammings. Once Congress appropriates funds into a budget account, the Department cannot move substantial amounts of funds from one account to another except through the reprogramming process. Reprogramming permits such moves, which reflect a changing world and military needs, and typically involves moving funds from the investment accounts to meet needs in the operating accounts. During the past five years substantial reprogramming shifts were often required just to maintain required training and readiness.

Reprogrammings, however, are a "zero sum" game—any add to one account must be offset by a cut in another. Moreover, the process effectively requires the approval of every one of DOD's four congressional committees; objection by any committee essentially prevents the reprogramming shift.[4] Frequently over the past five years DOD has needed to persuade congressional committees to grant unanimous approval to cuts in investment funds, which affect programs and jobs at particular companies in members' states or districts, in order to meet readiness and other military needs. With military readiness at stake, congressional committees usually worked with DOD to meet its most critical needs. But the process consumed months, and there was no guarantee of success.

In particular, in late summer of 2012, Leon Panetta, then the new secretary of defense, pushed hard on Congress -and on me - to be sure that Congress approved reprogrammings needed to maintain the readiness of a military at war. We eventually succeeded in most of our efforts but not without some restless nights for DOD's comptroller.

SUMMARY OF DISRUPTIVE BUDGET EVENTS, 2009-2014

- Sequestration cuts $37 billion in mid-2013
  - Resulting in about 30 percent cut in day-to-day operating funds
- Government shuts down for 16 days in 2013
- DOD plans for potential shutdown on five different occasions
- No on-time budgets during this period
  - Requiring continuing resolutions every year
  - Twice the resolutions last at least six months
- Two budgets per year twice during this period
- Large out-of-cycle re-planning process in 2013
- Large reprogramming requests in every year

3 Technically, automatic sequestration cuts occurs only when appropriations approved by Congress and the president exceed the budget caps set in law. Often, however, the term sequestration is used whenever DOD may be forced to operate at the levels in the budget caps.
4 In the House a fifth committee becomes involves if the reprogramming includes intelligence funding.

NEAR-TERM MISSION HARM

The table above summarizes the disruptive budget events that occurred from 2009 through 2014. So what was the impact on the Department of Defense?

Wartime activities protected

What's absent from the list of turmoil effects is as important as what's on it. Throughout the past five years of turmoil, and especially in the dark days of 2013, DOD sought to protect wartime operations. Through reprogramming or other actions, wartime funding was made whole—even though most Overseas Contingency Operations accounts, which fund added wartime costs, were subject to sequestration. DOD also exempted civilians serving in war zones from furloughs. I personally communicated with some of our wartime commanders to ensure that DOD protected their activities, and they always agreed that they were protected. Senior managers interviewed for this paper also agreed.

While wartime activities were largely protected, there were adverse effects elsewhere. This paper first addresses those effects of budgetary turmoil that occurred in the near-term—that is, at the time of the disruption or in the year or so thereafter.

Mission degradation: Readiness

In the fall of 2012 the sequester cuts scheduled for January 1 loomed large. However, based on judgments by the president, senior congressional leaders, and DOD's own senior leaders (myself included), DOD decided not to anticipate sequestration—relying instead on Congress and the president to reach a budget deal to avoid sequester cuts.

Not everyone was convinced that sequestration would be avoided. In the fall of 2012 I made a friendly wager with General Martin Dempsey, chairman of the Joint Chiefs of Staff. I bet that sequestration would be avoided; he bet it would occur. The next year I delivered a bottle of good scotch to the chairman at one of Secretary Chuck Hagel's staff meetings. The chairman was gracious in this small victory, as he was in all matters. He also made clear that he would have much preferred to have lost this particular bet.

Specifically, in the fall of 2012 the Department chose not to plan for sequestration or to slow spending in anticipation of cuts. Secretary Leon Panetta made this decision clear during internal meetings with senior DOD leaders and to the press.[5] As we said internally at the time, "We won't sequester ourselves." Deputy Secretary Ashton Carter formalized this decision in a memorandum to the Department issued on September 25, 2012.[6]

Critics assailed the Department for its failure to plan for sequestration, especially because DOD has a reputation for planning for every contingency.[7] In truth, some organizations quietly performed limited advance planning. For example, I told my own staff to brush up on the laws that govern sequestration and to help me do the same. Those acts included not only the Budget Control Act of 2011 but also the Balanced Budget and Emergency Deficit Control Act of 1985, an old and arcane act that governs all the details of sequestration. I also asked them privately to help me think through how the Department would accommodate sequestration if it occurred. Sadly, those efforts paid dividends later. Other organizations also apparently did some quiet advance planning.[8]

The decision not to plan extensively for sequestration in the fall of 2012 in part reflected a calculated effort to maintain the pressure for a budget deal. Also, planning in the fall, and especially slowing spending, would have disrupted ongoing activities and frightened employees even earlier than eventually occurred. Moreover, the resulting plans would have been largely useless because, as noted below, congressional action and budgetary events in 2013 led to major changes in the eventual sequestration.

Not taking action made sense in the fall of 2012. However, on January 2, 2013 the president signed the American Taxpayer Relief Act. The Act delayed sequestration to March 1 and reduced the expected cut for DOD below $55 billion. However, it left in place a substantial sequester cut that would eventually total $37 billion. It was becoming obvious that significant cuts would occur. As a result, in early January Carter issued a memo

5 For example, see "Pentagon Still Not Planning for Sequestration, Panetta Says," Defense Communities 360, October 28, 2012.
6 Ashton Carter, "Guidance on Fiscal Year 2013 Joint Committee Sequestration," memo, September 25, 2012.
7 Anna Mulrine, "Why Pentagon won't say how it would cut $55 billion starting Jan. 1," *Christian Science Monitor*, November 8, 2012.
8 Ibid.

directing that the Department begin to trim spending, especially operating spending.[9] He also directed that, to the maximum extent feasible, cuts be made through actions that could be reversed—just in case sequestration went away. The military services and defense agencies responded with actions that included freezing civilian hiring, trimming travel, cutting back on professional education, delaying facilities maintenance, and reducing administrative costs.

As the March 1 deadline for sequestration neared, OMB provided guidance along with thousands of numbers detailing the required cuts by line item.[10] Then on March 1, the president issued a terse memo implementing sequestration.[11] The sequestration required cuts that averaged about 7 percent across the DOD budget. But, as I struggled to make clear to senior leaders, the effects were far worse in DOD's day-to-day operating accounts for a number of reasons.

- Until March 27, DOD was operating under a continuing resolution that, because it was based on prior-year funding levels, provided too much investment funding and not enough dollars in the operating accounts.[12]
- The decision to hold wartime funding harmless, while definitely the correct choice, meant other operating funding had to be reduced by more in order to comply with the overall sequester cuts.
- DOD elected to make larger cuts elsewhere to protect operating funds for high priority programs including critical homeland defense activities, the core nuclear deterrent, and some special operations activities.
- In the spring of 2013 the Army estimated that it was short $10 billion in wartime funding. It is hard to estimate the costs of war as many as two years in advance, as budget lead times require. Sometimes DOD asked for too much funding; sometimes it requested too little. As luck would have it, in FY 2013 DOD didn't request enough wartime funding. This FY 2013 wartime shortfall further exacerbated effects on non-wartime operating accounts, which had to be cut by more to protect needed wartime funds.
- The president exercised his authority to exclude military personnel funding from sequestration because of the drastic effects associated with rapid cuts in funding for military personnel. By law these foregone sequester savings had to be found in other accounts.
- Finally, unanticipated events could demand operating dollars, as had already happened with the Haitian earthquake and the Libyan war. DOD needed some financial flexibility to handle the unforeseen.

Given all these factors, in early calendar year 2013 DOD faced a shortfall of about 20 percent in non-wartime DOD funding for the day-to-day operating budget (technically known as the "operation and maintenance" appropriation). The Army's percentage shortfall was significantly larger. Even after the March 27 legislation effectively ended the continuing resolution for DOD and put funding in the right categories, the shortfall remained at about 15 percent for DOD as a whole. Moreover, because DOD had decided not to sequester itself and make cuts at the beginning of FY 2013, most of the operating cuts had to be accommodated in about half a year. So the Department effectively faced cuts of about 30 percent in day-to-day operating funding during the second half of FY 2013.

The services and agencies began taking more drastic steps. They halted almost all facility maintenance projects except those necessary to protect life and property. Maintenance depots laid off more than 7,500 temporary and term workers, hurting people and slowing planned maintenance. But these and other actions still weren't nearly enough to ensure that the Department met the legally-binding sequestration cuts.

The services reacted to the need for further cuts in varying ways. In April 2013 the Air Force stopped all training flying at 17 of its 62 operational squadrons and reduced flying at 10 others.[13] Depending on the unit, flying resumed one to three months later after a successful re-

9 Ashton Carter, "Handling Budgetary Uncertainty in FY 2013," memo, January 10, 2013.
10 Danny Werfel, "Agency Responsibilities for Implementation of Potential Joint Committee Sequestration," Office of Management and Budget memo, February 27, 2013.
11 Barack Obama, "Sequestration Order for Fiscal Year 2013 Budget," White House memo, March 1, 2013.
12 The March 27 legislation technically just extended the continuing resolution for the rest of FY 2013. However, legislative language in the DOD portion of the continuing resolution made the legislation similar to an appropriation bill for the Department of Defense.
13 "Sequestration: Documenting and Assessing Lessons Learned Would Assist DoD in Planning for Future Budgetary Uncertainty," Government Accountability Office, May 2015, pp. 50-51.

programming effort pumped more money into Air Force operating accounts.

The Army also curtailed training. Of the 14 brigade combat teams scheduled to rotate through the Army's combat training centers, the service cancelled plans to send seven—sending only those brigades that were scheduled to deploy to Afghanistan. Completing this training is a culminating event, and the cancellation of the training left those seven brigades less than fully combat ready had they been required to deploy. Even when more operating funds became available, scheduling issues limited the ability of the Army to reverse this decision and provide training to the seven units. For some individuals in the unit, the training loss was permanent. Even when the unit returned to the combat training centers, those individuals might no longer be assigned to the unit or would no longer be in the appropriate paygrade or leadership position required to benefit from the training.

The Department of the Navy, which generally was able to manage sequestration with fewer effects than other departments, nonetheless decided that funding and other factors required delay in the 2013 deployment to the Persian Gulf of the USS Truman and the carrier's associated strike group even though the region's combatant commander had requested the ships. The Truman deployment was delayed for four months, and other ship deployments were cancelled. In this case, sequestration resulted in failure to meet a military mission. The Navy also trimmed flying hours, and all the services cut various types of professional and other training.

The sequester cuts also resulted in cancellation of joint exercises with other nations. Both the Navy and Air Force reported cancellations, including the Navy's Northern Edge 13 joint training exercise and the Air Force's joint and multinational Red Flag exercises.[14] These cancellations may have generated concern about U.S. military strength on the part of the country's allies. Indeed, during internal discussions DOD leaders indicated that allies were privately asking why the world's only superpower couldn't get its fiscal house in order.

As these events were unfolding, I was asked by senior leaders whether far-reaching actions like cessation of training were really necessary. Their questions may have been prompted by critics who claimed that the military was overreacting to sequestration cuts that averaged only about 7 percent Department-wide.[15] I reminded these leaders that, in the operating accounts, war and other factors cited above resulted in cuts of roughly 30 percent in the final half of FY 2013. I also noted that in more than 40 years working in and around defense I had never seen the military services choose to stop training. Training is fundamental to military life, and I believe the decision to cut back on training underscored the services' great concern about their ability to meet the legally-binding budget targets.

As we look back at this tumultuous period of sequestration, it is fair to ask whether the sequester cuts actually harmed military readiness and DOD's mission. I believe they did. Mission needs were not met. Had a major war occurred near the time of sequestration, training cutbacks would have left the military less able to respond than the country had a right to expect. To me, that constitutes a serious effect of budgetary turmoil.

Significant readiness problems still persist at DOD, but today they are no longer closely associated with the budgetary turmoil of 2013. Instead, they are more a product of overly lean budgets and the need to return to full-spectrum training after more than a decade in wars that required that counterterrorism be the primary focus for training.

Mission degradation: Furloughs

By the spring of 2013, even after numerous actions including cancellation of deployments and training, the services were still not confident they could meet their budget targets. DOD leaders concluded that further training cutbacks would pose too much risk to military readiness. So, as a last resort, DOD began planning for unpaid furloughs. Because of the nature of military work contracts, which require that military personnel be paid until they separate from service, furloughing them would have saved nothing. Planning therefore focused on furloughs for civilian employees.

Law and policy require that the furlough planning process follow a series of actions that must be taken sequentially and consume considerable time. So furlough planning had to start early. On February 20, 2013, as the March 1 sequestration deadline loomed, DOD notified

14 "Sequestration," Government Accountability Office, pp. 51-52.
15 John Bennett and Paul McLeary, "After Dire Sequestration Warnings, Skepticism Abounds," *Defense News*, March 10, 2013.

the Congress that civilian furloughs of as many as 22 days were possible and began the 45-day wait required by law.[16] (Furloughs for more than 22 days required lengthy reduction-in-force actions and so were not considered.)

Furlough planning also requires negotiations with the unions representing civil servants. The unions cannot prevent the furloughs, but they can negotiate regarding their implementation. Exemptions from furloughs were a key discussion point. From the start of the planning process, DOD leaders agreed that, if furloughs happened, they should be widespread to avoid concentrating the economic hardship and mission effects on a small group of civilian employees. But there were exemptions. Civilians in war zones were exempt, as were those civilians directly involved in activities related to safety of life and protection of property (but only to the extent needed for safety and protection). DOD also provided exemptions for a limited number of other key groups, such as civilians repairing nuclear submarines (to prevent disproportionate harm to military readiness) and childcare workers (to ensure the welfare of the children).

On May 14, 2013, I accompanied Secretary of Defense Hagel to the Mark Center in Alexandria, Virginia. There Hagel spoke in an auditorium packed with civilian employees and told them that most of them would be furloughed for up to 11 days.[17] A reduction in maximum furlough days from 22 to 11 had been made possible by the March 27 legislation that made more operating funds available, and Hagel promised that he would seek further reductions in furloughs. The secretary also stated that he deeply regretted the furlough decision.

DOD ultimately furloughed about 640,000 civilian employees, roughly 85 percent of its workforce. Furloughs started in early July of 2013, with most affected civilian workers furloughed for one day per week. But no sooner had furloughs begun than some congressional members expressed great concern about them, especially those furloughs involving workers paid through DOD's working capital funds.[18] Because more than 80 percent of DOD civilians work outside the Washington, D.C. area, the congressional concerns were widespread.

I spent hours on Capitol Hill explaining DOD's decisions and signed numerous letters responding to congressional critics. The irony was not lost on me. The members of Congress now pleading the case for civil service workers in their states and districts served in the very bodies that could not agree on a budget that would have avoided all the furloughs. But I also understood that, no matter what their politics, members of Congress must defend the interests of their constituents.

By the summer of 2013 Congress had approved most of the two large reprogramming requests that transferred funds from the investment to operating accounts. Also the reductions that had been put in place (including cessation of training and cancellation of facilities maintenance) helped to ease the pressure on these accounts still more. As a result, DOD was able to reduce the days of unpaid furloughs from a planned maximum of 11 days to six. Furloughs ended for almost all DOD employees in August 2013.

After the furloughs had ended, an independent board began reviewing some of the furloughs, and it appears to be upholding the legality of DOD's actions. Government civilians who were furloughed had the right to appeal the furlough decision to the Merit Systems Protection Board. In July and August 2013, more than 32,000 employees appealed.[19] In September I joined several DOD officials in filing a declaration with the Board explaining DOD's rationale and procedures for handling the furloughs.[20] One of the Board's recent reports indicated that it is still processing the furlough appeals but upholding very few of them.[21]

Throughout 2013 critics asserted that DOD has overstated the effects of sequestration. No doubt there was hyperbole in some DOD estimates of sequester effects, as the Department sought to persuade Congress to reach a budget deal and avoid this unfortunate action. The hyperbole was most noticeable in the overall characterizations of the effects of sequestration, especially those offered well before sequestration occurred. In

16 Leon Panetta, letter to the Honorable Joseph R. Biden, President of the Senate, February 20, 2013.
17 "Hagel Issues Memo Directing Preparations for Civilian Furloughs," American Forces Press Service, May 15, 2013.
18 Joe Davidson, "DoD furloughs workers not paid through budget funds," *The Washington Post*, July 17, 2013. Also Michael Hoffman, "House Votes to Block 2014 DoD Civilian Furloughs," Military.com, July 24, 2013.
19 "Annual Report for FY 2013," Merit Systems Protection Board, May 30, 2014, p. 8.
20 "Declaration of Robert E. Hale," Merit Systems Protection Board, September 16, 2013.
21 "Annual Report for FY 2014," Merit Systems Protection Board, February 2, 2015, p. 1.

2012, for example, Secretary Panetta called sequestration "disastrous."[22] (As was his habit, he offered much more colorful assessments during internal meetings.) Military leaders labeled sequestration as "ruinous" and compared it to the effects of a government shutdown magnified "to the nth degree."[23] Interviews with senior congressional staffers suggest that these sequester characterizations harmed DOD's credibility.

However, changes in sequestration plans, such as the restarting of Air Force flight training after a couple of months and the reduction in furlough days from the estimated 22 in February to the actual level of six days, primarily reflected changing events and legislative action. There was some uncertainty about how much could really be saved quickly through DOD's budgetary actions; lags in budgetary reporting and accounting added to the uncertainty. Time resolved some of these uncertainties in DOD's favor. Based on updated information not available in the spring of 2013, the Army concluded during the summer that its wartime funding shortfall was about $5 billion rather than $10 billion. That re-estimate eased pressure on non-wartime operating accounts. Also, as noted above, Congress passed legislation and approved reprogrammings that moved more funds into DOD's operating budgets. All these factors mitigated the effects of sequestration on the operating accounts and permitted reductinns in actions such as furloughs and training cutbacks.

Mission degradation: More furloughs

When the sequester furloughs ended in August of 2013, DOD hoped it was done with furloughs. It was not.

By September 2013, the Department was again actively planning for a government shutdown. Guidance from 2011 was updated, managers again identified excepted and non-excepted employees as they had done in 2011, and employees once more received letters indicating that furloughs might occur. Shutdown issues resulted in yet another round of seemingly endless meetings, many involving senior leaders.

Then on the evening of September 30, just as I had done in April 2011, I waited in my Pentagon office, hoping for another deal to avoid shutdown. It didn't happen. Disagreements about federal funding, and particularly about funding for the Affordable Care Act, led to gridlock. As midnight neared, the director of OMB issued a short memo directing that government agencies execute their plans for an orderly shutdown.[24] On behalf of the secretary, I passed along this guidance in an email to senior defense officials sent around midnight Eastern Time.

After sending this email, I prepared for the deluge of actions that would occur the next morning and then drove home. I got to my suburban Virginia home well after midnight. As I checked my Blackberry, I noticed an e-mail from one of our senior commanders in Europe. It was morning there, and he was at work. He asked me how I was doing, and I replied that I was very frustrated, sad, and tired. He thanked me for doing my best and for keeping everyone informed during the chaotic period prior to shutdown, and he suggested that I go to bed. I sent him an email expressing my appreciation for his concern, which came at a point when my own morale was quite low. I then took his advice and went to bed.

Starting on October 1, with the Defense Department in shutdown, all civilian employees not directly involved in activities relating to the safety of life and protection of property had to be furloughed. These were emergency furloughs that had been planned in advance, so they happened much more quickly than sequester furloughs. During the day on October 1, about 350,000 DOD civilians had to report to work but then again found themselves heading home on furlough.[25]

As with the sequester furloughs, some members of Congress were angry about these shutdown furloughs. Just hours before the shutdown began on Tuesday, October 1, Congress passed and the president signed the Pay Our Military Act, a bill intended to permit DOD to pay its military and civilian personnel and thus avoid furloughs. (Contractors could also be paid in some cases.) Unfortunately, the hastily-written law was vaguely worded, leaving doubt about which civilians it was intended to cover. DOD needed a fully supportable legal interpretation before recalling civilian employees from furlough, and that required substantial effort over several days.

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22 Callum Borchers, "Defense Secretary Leon Panetta warns against 'disastrous' spending cuts," *The Boston Globe*, May 27, 2012.
23 Bennett and McLeary, "After Dire Sequestration Warnings, Skepticism Abounds." Also Carlo Munoz, "Sequester would be like government shutdown for Pentagon warns admiral," *The Hill*, March 8, 2012.
24 Sylvia Burwell, Office of Management and Budget memo, September 30, 2013.
25 Because the nature of their contract required them to be paid, military personnel were not furloughed.

The delay greatly angered a few members of Congress. One member, in discussing the delay, publically accused me of going out of my way to inflict as much harm as possible in order to achieve political objectives, compromising U.S. national security in the process.[26] Nothing could have been further from the truth. I was therefore gratified by the expressions of personal support I received from numerous DOD employees, including some from people I didn't know but who spoke to me in the halls of the Pentagon. Privately, I even received support from a few members of Congress.

By Friday of the first week of furloughs, DOD had worked with other government agencies to resolve the ambiguities in the Pay Our Military Act and had authority to recall most of its furloughed workers. Secretary Hagel told me that Friday that he wanted all those DOD civilian employees no longer subject to furlough back at work by Monday morning. I told him I wasn't sure that was feasible, particularly since some employees needed to help execute the recall were themselves on furlough. But he reiterated his guidance. Military service and defense agency personnel, along with employees in the Office of the Secretary of Defense (myself included), started early on Saturday and worked feverishly over the weekend to notify employees. Everyone did a great job, and most DOD civilian employees were back at work by Monday.

Even after most DOD civilian employees returned to work on October 7, the shutdown dragged on until October 16 and required continued actions to comply with the law. Shortly after the shutdown began, I started chairing daily, late-afternoon meetings of senior service and defense agency personnel. We used these meetings to seek consistency among organizations regarding the many detailed decisions required to implement the shutdown. At these meetings I relied heavily on comptroller personnel, especially my own staff, along with fiscal lawyers and others. They all worked hard to minimize the harm caused by the shutdown, and I will always appreciate their herculean efforts during these difficult periods.

As one of these afternoon sessions drew to a close, an aide rushed in to say that Hagel was on his way to join the meeting. A few minutes later the secretary arrived. He asked how we were doing, and we commiserated about the absurd decisions required by the shutdown. He then thanked all of us for working hard to minimize harm to mission while obeying the law. I very much appreciated him taking the time to thank us for what was generally a thankless task. (After sequester and shutdown had passed, Hagel awarded unit citations to several staffs that worked on sequestration, including some of my own comptroller personnel.)

Looking back, did furloughs associated with sequester and shutdown harm DOD's mission? In my view, absolutely. It is true that military personnel continued to work, and together with civilian personnel not on furlough they accomplished the highest-priority tasks. Wartime activities were fully supported. But many tasks suffered, especially during the sequester furloughs. Depot backlogs grew, and there is anecdotal evidence that some skilled technicians left DOD depots because of the budget uncertainty. Testing ranges could not meet schedules, which delayed some weapon programs. Discretionary medical care was delayed. Efforts to improve financial information and move toward auditable financial statements were delayed as the financial community and most DOD leaders focused on furloughs and sequester cuts. Many other long-term planning activities suffered as leaders concentrated on current crises.

The furloughs also affected me personally. Even though I played a lead role in planning and executing and defending furloughs, I did so with considerable personal misgiving. I knew that I was implementing policies that harmed the morale and, in the case of sequester furloughs, the pocketbooks of hundreds of thousands of DOD civilian employees who were helping defend our nation. That included my own comptroller staff, most of whom I had to furlough even though I depended heavily on them to help manage the sequester turmoil and to carry out other important financial tasks.

The back-to-back furloughs understandably left many civilian employees wondering about their value to the Department. It was a sad period in DOD's history. What's worse, it could have been avoided.

Wasted money

The budgetary turmoil of the past five years did more than degrade DOD's military capability—it wasted taxpayer dollars. The most obvious example occurred during the government shutdown in 2013 when about

26 Jared Serbu, "GOP Lawmakers Lambaste DoD Over Shutdown Furloughs," Federal News Radio, October 11, 2013.

350,000 DOD civilian employees were directed not to work for four days. They were even told that they could not consult their Blackberries because that would constitute an illegal work activity. But then these furloughed workers were paid anyway as Congress tacitly acknowledged that they were not at fault. Their pay for the days on furlough amounted to about $400 million and constituted pure waste.

In its review of sequestration, the Government Accountability Office identified a few other areas of waste that could be quantified.[27] Sequestration resulted in delays in establishing depot maintenance facilities for the Navy's P-8 aircraft, facilities that save money. The Navy estimated that sequestration added $57 million to P-8 costs. The Navy also reported that, though the four-month delay in deploying the aircraft carrier Truman helped lower 2013 costs and accommodate sequestration, the action added costs of about $8 million required to maintain the ship's operational readiness. Navy officials also noted that deferring maintenance on a landing ramp later resulted in approximately $600,000 required to repair a landing craft when loose concrete damaged its engine.

Much of the waste associated with budgetary turmoil could not be readily quantified. For example, continuing resolutions force contracting officials to establish short-term "bridge" contracts that extend the life of the contract to the end of the continuing resolution period but not beyond. Reopening contracts can add to costs if the contractor has the leverage to push for increases in payments. Budgetary uncertainty also discouraged DOD from pursuing cost-saving strategies such as multi-year contracts, which require long-term funding commitments. During the shutdown, some employees attending training classes away from their homes had to come home, at government expense, and then return to class once the shutdown ended, again at government expense.

Wasted time

Almost every aspect of the budgetary turmoil wasted the time of DOD personnel, including many of its senior leaders. Late on the afternoon of April 8, 2011, as we approached a midnight deadline to either have a budget or shutdown, I told Deputy Secretary Bill Lynn that I would draft two emails: a "white smoke" email indicating the shutdown had been averted and a "black smoke" email telling DOD personnel to shut down the Department. The deputy approved both emails. Fortunately, just a couple of hours before the deadline, I was able to send out the white-smoke email on behalf of the secretary. But as I drove home late on that spring night, I found myself thinking of all the time-consuming steps we had been forced to take. I had just overseen a process that had ended without shutdown but had wasted countless hours of time. For me, it was one of many frustrating moments during 2013.

The Department then repeated the shutdown planning exercise in September 2013, followed by an actual shutdown for 16 days. The shutdown itself disrupted almost all DOD activities and consumed countless hours as DOD leaders dealt with a plethora of problems including: how to handle personnel away at training (most had to come home and then go back); academy athletics and other events (most were cancelled but some had outside financing and could go on); military funerals (a close legal call, but they continued); and church services led by contract clergy that DOD sometimes could not pay (some of us prayed a bit on this and other issues, and then we all found ways of meeting religious needs).

Sequestration also wasted a great deal of time. All the military services and agencies had to revise their FY 2013 budget plans and get new ones approved, a time-consuming process that usually takes a year but had to be done in about a month. Service and agency leaders spent countless hours managing efforts to accommodate the legally binding sequester cuts.

The wasted time often involved DOD's most senior leaders. In early 2011 as Congress continued to struggle to pass the DOD budget for FY 2011, Secretary Robert Gates (along with myself and other leaders) became concerned that a budget lapse could disrupt the activities of a military that was still engaged in two wars. Gates labeled the absence of a budget "a crisis on my doorstep" and devoted his own time working the Hill to get a budget passed.[28] As was noted above, Congress finally passed the FY 2011 budget on April 8 of 2011, just hours before the deadline, and the crisis ended. Little did we know at the time that, compared to future crises, this one would appear tame.

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27 "Sequestration," Government Accountability Office, pp. 25, 26, 37.
28 "Gates faults Congress for 'crisis at my doorstep'," *USA Today*, January 27, 2011.

Some of the budget turmoil mainly wasted my own time. In August 2011 Congress passed the Budget Control Act of 2011, the now-infamous legislation that established sequestration. The Act also set up a congressional Supercommittee and tasked the group to find $1.2 trillion in deficit reductions by November 2011. As the Supercommittee staff assembled options, I worked with them periodically on DOD issues and briefed senior DOD leaders. Some of the actions the Supercommittee staff considered, including military retirement changes without protection for those already serving, would have caused considerable angst in DOD. In the end, however, the Supercommittee could not reach agreement, and the time I spent went for naught.

In one case I was fortunate not to have been involved. In December 2013 Senator Patty Murray and Representative Paul Ryan proposed what would become the Bipartisan Budget Act. This Act raised the budget caps in FY 2014 and 2015 and provided some much-needed budget stability, especially in FY 2015. The legislation definitely helped DOD.

However, the Act also contained limits on the cost-of-living allowances for military retirees (the so-called "COLA-minus-one" provision) that would have applied almost immediately to all those serving in the military and to those already retired. In other words, there were few grandfathering provisions, even for disabled retirees who would have been disproportionately affected. Veterans groups immediately opposed the limits, and DOD objected to the absence of grandfathering for those retired on disabilities.[29] Rep. Ryan suggested in the press that the idea for cost-of-living limits came from DOD, and Secretary Hagel asked me directly if I had been involved in the discussions leading to the budget deal. I told him that I had not been involved nor, to my knowledge, had anyone from DOD. But I added that, with appropriate grandfathering, the cost-of-living limits made sense as part of a deficit reduction package. (Congress later rescinded the cost-of-living limits for disabled retirees and for all those already retired or serving on active duty as of January 1, 2014.)

All the added work associated with budgetary turmoil came at a time when DOD managers were already burdened with daunting tasks. They were managing a war during this period, sometimes two. Wartime efforts included making difficult tactical and troops decisions, finding needed resources for the wars on short notice, and fielding new approaches—such the Mine-Resistant Ambush Protected (MRAP) vehicle—to counter enemy initiatives. Wartime tasks were time-consuming but rightly received the highest priority. Shortcuts were not acceptable. During this period DOD also began major efforts to streamline its overhead activities to free up funds for mission activities while accommodating lower budget limits. These streamlining efforts required the substantial involvement of many DOD managers. The substantial added workload associated with budgetary turmoil came on top of these and other pressing tasks.

Without an expensive survey and analysis, it is impossible to estimate exactly how much time was wasted on activities related to budgetary turmoil. But if only a few percent of DOD's personnel spent a substantial share of their time on wasted activities, the dollar value of the wasted time would quickly mount into the hundreds of millions, if not more. Since no extra people were added to accomplish this work, there were no added budget costs. Instead, important but longer-term efforts, including long-term management improvements, were delayed.

I wrote numerous memos to Secretaries Gates, Panetta, and Hagel on the effects of budgetary turmoil. In several of those memos, I ended by noting that accommodating the turmoil represented a "colossal waste of time." For me, these words sum up my reaction to most aspects of the budgetary turmoil that has occurred during the past five years.

LINGERING EFFECTS ON MORALE

Many of the effects of past budgetary turmoil are by now becoming less noticeable. But adverse impacts on morale linger to this day.

Harm to morale wasn't limited to DOD employees. It also occurred in organizations outside DOD, as the examples below suggest.

- Congress, often cast as the villain in the budgetary turmoil drama, nonetheless plays a key role in the U.S. system of government and has a substantial staff to assist it. Some members of Congress found sequestration and shutdown just as frustrating as it was for DOD leaders because their legislative initi-

29 Tom Philpott, "Hagel, Ryan Defend Retiree Cola Caps," Military.com, December 26, 2013.

atives were swallowed up by the turmoil. Members and staff wasted time drafting and passing continuing resolutions that did little more than get to the next resolution. Members and staff had to waste time handling multiple budgets and working to understand and explain the endless turmoil, usurping time that would otherwise have been available for activities in support of productive legislation and oversight. A few congressional staff members were furloughed because of sequestration; others were laid off. Interviews with senior congressional staff verify that morale suffered significantly among some members and many staff. (It is appropriate to note, however, that other members of Congress viewed sequestration and shutdown as hard-won victories in the fight to reduce the federal government's size and funding.)

- Veterans and other organizations experienced problems, especially in 2013 when sequestration caused DOD to halt most demonstration flying as well as band appearances and other activities that support veterans events. In all, DOD cancelled support for about 1,500 community events in the latter half of 2013, reducing support for military recruiting and harming the organizations that support U.S. veterans.
- Private companies receive about half of base-budget defense funds in return for goods and services they provide in support of national security. These companies and their employees were sometimes hurt by the budget turmoil. An online poll found that in 2013 nearly one-third of the companies that furnished products and services to the government reported a decline in revenues of more than 10 percent, with small businesses suffering the most.[30] As the 2013 shutdown neared, companies worried about whether to notify workers under the WARN Act, which requires notices of plant closing and mass layoffs 60 days in advance under most circumstances.[31] Conflicting guidance from the administration about WARN Act notifications added to company concerns. Also, rules for company activities were not always clear, especially during the 2013 shutdown. Some private-sector employees who work in closed DOD facilities were not permitted to come to work during the shutdown; interviews suggested that some were told that they could not even work at offsite locations. Furloughs and layoffs sometimes followed for private-sector employees even though their efforts are critical to maintaining U.S. national security.

Budgetary turmoil also harmed the morale of military personnel. As previously noted, military personnel were not furloughed, but the training cutbacks that occurred during sequestration certainly harmed morale. Military personnel join the military to train and be ready if their country needs them. In 2013 some military personnel were not allowed to do that.

Uncertainty added to morale problems. During a government shutdown, DOD (along with other federal agencies that shut down) has no authority to disperse funds, including funds for payroll. Had the 2013 shutdown extended over a payday that involved workdays when DOD was shut down, the Department would not have been able to make payment for those workdays. Sequester and shutdown both also had the potential to affect community services and health care services of particular concern to families.

This budget uncertainty caused concern among some military personnel and their families. In early 2011, as DOD planned for the potential April shutdown that fortunately did not occur, Secretary Gates traveled to Afghanistan. When he returned, he stated that only a few troops asked him about how the war was going and when it would end even though that conflict was at a critical juncture. Instead, many asked him, "Will my family and I be paid if the government shuts down?" Unfortunately, he could not give an unequivocal answer.

Death gratuities represented one of the most poignant effects of the turmoil. During a government shutdown, DOD has no authority to make the cash payments that help families of deceased military personnel pay the added costs that occur during this terrible period in their lives. When I mentioned this problem during a press conference on shutdown, it quickly became a symbol for shutdown dilemmas.[32]

DOD leaders agonized over their inability to pay death

30 William Welsh, "Government Contractors Feel Pain from Shutdown, Sequestration," *Information Week*, December 23, 2013.
31 Gregory McNeal, "Obama Administration Tells Contractors Facing Sequestration to Not Warn Employees About Potential Layoffs," *Forbes*, September 30, 2012.
32 Andrea Mitchell and Matthew DeLuca, "Pentagon warned of cut to military death benefit days before shutdown," *NBC News*, October 10, 2013.

gratuities. The Department's lawyers spent many hours searching, without success, for a way to make them while adhering to the law. I will always be grateful to the Fisher House Foundation, which offered to pay the gratuities with their own funds even though DOD could not guarantee them reimbursement. Fortunately, Congress passed emergency legislation that permitted DOD to make these payments during the shutdown. But this incident served as a grim symbol of the adverse effects of budgetary turmoil.

While military morale was damaged, it was DOD's civilian employees who suffered the most. Many were furloughed twice even while the military personnel they support continued to work. They were categorized as excepted or non-excepted, which was better than the phrases used during the shutdown in the 1990s—essential and non-essential—but subtly degrading nonetheless. DOD civilian employees were no doubt aware that their counterparts in most other agencies which faced different budget problems experienced fewer furlough days or none at all.

DOD civilians also worried about career effects. For example, some civilians had jobs that required access to classified information. This access requires maintenance of security clearances, which in turn require that personal bills be paid in a timely fashion. A few civilians understandably asked what would happen to their security clearances if unpaid sequester furloughs rendered them unable to pay their bills. DOD officials explained that, if civilians could explain the circumstances and work out repayment arrangements, their clearances would be unaffected. But the angst was clear and understandable.

Other pocketbook issues arose. In 2013 most DOD civilians lost six days of pay during the sequester furloughs and were not sure whether they would be paid during the shutdown. Civilian monetary awards ended during sequestration unless they were required by law. DOD and other government civilians also received no pay raises for three years (even though military personnel received raises during those years), and Congress reduced retirement benefits for new civilian employees.

Not surprisingly, morale of civilian workers suffered. Since 2003 the Partnership for Public Service has created an annual index of government worker morale based on questions asked in a survey of government civilians administered by the Office of Personnel Management (OPM).[33] The Partnership index trended upward between 2003 and 2010, probably reflecting the strong economy and post-9/11 commitment. But after 2010, as budgetary turmoil took over, the index fell sharply. The latest available survey results (based on questions asked April to June of 2014) show the index down about 12 percent from its 2010 level, to the lowest point since it was created. Interestingly, a companion survey of morale among all U.S. workers (compiled by Hay Associates) began trending up in 2012 as the economy began to improve—leaving a sharply widening gap between morale of government civilians and all U.S. workers.

Data in the Federal Employee Viewpoint Survey, administered annually by OPM, is the source of data for the indices cited above. The answers in that survey underscore the decline in morale suggested by the Partnership index. Every question on the OPM viewpoint survey relating to worker satisfaction declined from 2011 to 2012 and then again from 2012 to 2013. The OPM director concluded that there has been a "significant drop in [government] employee satisfaction."[34]

The Partnership's indices do not publicly identify morale for DOD as a whole. Nor do those OPM survey results that are publicly available. However, the Partnership provides morale scores for each of the military departments. The scores for the departments, when compared to those for non-DOD organizations, suggest that the government-wide index reflects DOD's declining morale all too well.

These declines in morale come at a time when the federal civil service faces an increasing need to hire younger workers to replace the many senior civil servants who have already retired or who are likely to retire in the near future. Declining morale among current workers will certainly not help in this task, which has already been made difficult because of factors such as limits on federal civilian pay raises and recent declines in the trust Americans accord to the executive branch of the federal government.

Employees work at their best when they feel that their employer treats them well and values their work. After

33 "The Best Places to Work: The Big Picture Government-Wide," Partnership for Public Service, December 2014.
34 Katherine Archuleta, "A Message from the Director: 2013 Federal Employee Viewpoint Survey Results," Office of Personnel Management, October 2014.

the events of the past five years, fewer DOD employees—and especially civilian employees—appear to have those feelings about their employer. One former DOD leader interviewed for this paper described many of them as disenchanted employees who no longer view DOD or the federal government as an employer of choice. Another suggested that many DOD civilian employees feel they are just pawns in a chess match.

These feelings are unfortunate but understandable. Morale may be the most important casualty of these five years of budgetary turmoil.

WHAT TO DO NEXT

There is an old saying: If you find yourself in a hole, you should first stop digging. The Congress and the president need to end the budgetary turmoil. At this writing the turmoil in DOD may continue because of uncertainty regarding the FY 2016 defense budget, which could be reduced by as much as $35 billion below the level requested by the president. The cuts might well occur after the fiscal year has begun, adding to the turmoil. Moreover, while I very much hope that Congress will not force the government to shut down again, it is possible that delays will require DOD and other federal agencies to plan for yet another shutdown. As this paper has tried to make clear, planning for shutdown is itself disruptive.

A full assessment of options for eliminating budgetary turmoil is beyond the scope of this paper, which focuses on past budgetary tumult. However, at a minimum, during the next month or so Congress and the president need to agree on budget changes that provide reasonable levels of funding for DOD and other federal agencies for FY 2016 and 2017. This year's budget deal should cover both years so that the tumult is not repeated next year in the midst of a presidential election.

There is precedent for such an agreement. In 2013 Congress passed and the president signed the Bipartisan Budget Act (often referred to as the Murray-Ryan agreement). The American Taxpayer Relief Act also helped create stability.

The country needs a broader and longer-term budget agreement that addresses needed slowdowns in the growth of entitlement spending and increases in revenues. That agreement should eliminate the threat of meat-axe sequester cuts. It could either raise the caps on discretionary funding to more reasonable levels or eliminate the caps altogether and rely on the annual appropriations process to set limits. This broad agreement will no doubt have to wait until after the next presidential election, but it should be a top priority for the next administration.

DOD also needs to look for ways to bolster the morale of its employees, particularly its civilian workforce. There are many changes that need to be made in the civil service system, including faster hiring and greater ability to terminate poor performers. Civil servants also deserve reasonable levels of pay and benefits. Secretary of Defense Ashton Carter has included DOD civilian employees in his efforts to design a military force of the future. This initiative will hopefully help bring about needed improvements, many of which will require legislation.

But DOD can take some steps on its own. It can, for example do more to harness the power of praise as one means of improving civilian employee morale. The Department does an excellent job in commending military members for their service to the nation. That praise is well deserved and should of course continue. However, as the 2013 sequestration and shutdown make clear, the military cannot fight effectively without the support of the Department's civilian employees. Whenever the Department thanks members of the military for their service, I hope they will also thank the civilians who support them.

The budgetary turmoil of the past five years imposed a high price on the Department of Defense. In particular, it wounded the morale of its employees, especially civilians. It is time to begin healing those wounds.

ABOUT THE AUTHOR

The Honorable Robert F. Hale is currently a fellow at Booz Allen Hamilton. From 2009 to 2014 he served as the comptroller and chief financial officer for the Department of Defense. Earlier in his career, from 1994 to 2001, Hale served as assistant secretary of the Air Force (Financial Management and Comptroller).

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MEDIA COVERAGE | DEFENSE OFFICIALS ON BUDGET CONCERNS

MARCH 1 – OCTOBER 5, 2015

Select notable quotes on sequestration and a continuing resolution are listed below, followed by full-text articles.

Sec. Carter

- Sequestration:
  - Sec. Carter warned that continued uncertainty about U.S. military spending levels would send "the wrong message at the wrong time" when Russia and China are rapidly advancing their technologies. (*Reuters, 9/16*)
  - "Sequestration is a sudden and arbitrary cut in the defense budget that we can't predict," he said. The effect thus far, he added, has been to compensate by taking money from military training budgets and weapons development projects — "in short, doing all kinds of stupid things." "This idea that you can skimp when the world is as tumultuous as it is ... is false." (*AP, 4/22*)
- Would recommend veto: "(Obama) has already indicated that if it were presented to him in the form in which it now appears it is going to be presented to him, it is going to be vetoed," Carter said. "So, yes, that is unchanged." (*Reuters, 9/30*)
  - Sec. Carter said he had a number of objections to the compromise bill unveiled in recent weeks. The measure would authorize $612 billion in defense spending, including $90 billion for Overseas Contingency Operations (OCO), or war funds.
  - "It attempts to evade the question of overall fiscal responsibility with the so-called OCO gimmick, which is objectionable to me and to others in other agencies," Carter told reporters.
- On a CR: Said the ongoing use of CRs has forced the Pentagon to make painful choices and tradeoffs in the military's size, capabilities and readiness. He added, "Making these kinds of indiscriminate cuts is managerially inefficient and therefore wasteful to taxpayers and industry," the secretary said. "It's dangerous for our strategy, and frankly, it's embarrassing in front of the world." (*GovExec, 10/2*)

Bob Work

- DSD Work was "pretty certain" a budget deal would be reached to avoid sequestration, that's in contrast to three months ago, when Work thought sequestration was "better than a 50-50 proposition." (*Defense News*, 6/23)
- Under a CR, DSD Work said he is hopeful — but not confident — that lawmakers will pack the CR with "anomalies" to give the department at least some ability to carry out its plans for 2016. "I just don't think Congress would force us to go into a year-long CR without giving us some flexibility," Work said. "But in these conditions, I have now stopped predicting too much because I've been proven wrong in every case." (*CQ, 9/17*)

Frank Kendall

- On a CR: "A full-year CR would be devastating," Kendall said. "We also have a number of things that we need to get on with in terms of rates of production increase in terms of moving to the next phases of program life-cycles. All of that will be put into question under a yearlong CR. It would be a devastating thing for the department. I understand that it is an easier route in some ways politically, but the consequences of that are very severe." (*Defense News, 9/15*)
- On a CR: "We've asked for almost $40 billion more than sequestration allows in '16; '16 is not resolved; it's not close to being resolved and I don't know when it will be resolved or if it will," he said during a July 28 speech in Tysons Corner, VA. "We could conceivably have a continuing resolution for the next year, which by the way, would keep us at the '15 level, which is almost identical to the sequestration level, so almost as bad," he continued. "Plus, we can't do new-starts under a continuing resolution. So, we really have to get out of the trap." (*Inside the Navy, 8/3, citing July comments*)

Air Force Sec. Deborah Lee James

- She warned Congress that a long-term continuing spending resolution would be "even worse than sequestration," explaining it would prevent the launch of new-start programs and "interfere with our modernization efforts." Not to mention it would fund the military at a lower level than mandated under the Budget Control Act of 2011. (*POLITICO, 9/14*)
- On programs at risk: "We estimate, rough order of magnitude, that there might be as many as 50 programs, many of them smaller programs, but nonetheless 50 programs, that would fall under that category of a new start, which could not be done under a full-year CR." *(Air Force Times, 8/25)*

Gen. Odierno

- Barely half of the Army's brigades are fully ready to confront the type of "hybrid warfare" threat posed by Russia — and the potential return of sequestration would hurt progress in preparing the units it wants to be ready, Army chief Gen. Ray Odierno warned today. (*POLITICO, 8/12)*

Peter Cook

- "We've been clear, as well as the secretary in particular, [that a] continuing resolution that lasts for an extended period of time would be the equivalent for us in many aspects [to] a sequester," he told reporters. (*The Hill, 9/23*)

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Sec. Carter

1. Carter Advising Obama to Veto Newly Proposed Defense Authorization Bill – 10/5

Inside the Navy

Defense Secretary Ash Carter is advising President Obama to veto the proposed Fiscal Year 2016 National Defense Authorization Act mainly because it adheres to a GOP budget "gimmick" that fails to give the Defense Department long-term fiscal certainty.

Though House and Senate lawmakers came forward Sept. 29 with a final version of the bill, Carter told reporters at the Pentagon the following day that Obama has already indicated that he will veto the proposed NDAA once it reaches his desk. Congressional Democrats are also opposed to the bill.

Senior staffers who helped write the bill said a way forward has yet to be determined if Obama does veto the bill. "We'll cross the bridge when we come to it," one told reporters during a Sept. 29 background briefing.

The proposed NDAA would authorize $499 billion in DOD base spending in line with the mandatory 2011 Budget Control Act spending caps. However, the bill would add $38 billion to the president's $51 billion request for the Pentagon's overseas contingency operations (OCO) account because it is exempt from the BCA caps. Democrats have refused to pass any bill that does not also circumvent the BCA caps for non-defense priorities. The proposed NDAA, however, does contain language that allow OCO funding to be transferred to the base account in the event of a bipartisan budget deal.

"It attempts to evade the question of overall fiscal responsibility with the so-called OCO gimmick," Carter said of the bill.

Though the bill contains only spending authorizations and not appropriations, Carter said supporting it was tantamount to agreeing with a "paycheck to paycheck" fiscal approach that would ultimately hurt DOD. But, he noted, DOD is also opposed to other aspects of the proposed NDAA, specifically provisions that would prohibit a variety of cost-saving measures such as base closures and weapon system retirements.

"What we need first of all is an appropriations bill that funds the department," he said.

Meanwhile, Congress on Wednesday passed a short-term continuing resolution that would avert a federal government shutdown until Dec. 11.

"It appears -- at this hour at least -- that we will avoid the trauma of a government shutdown," Carter said. "That's not enough. This is about more than just the short-term damage of a temporary shutdown."

Carter urged Congress to pass some kind of long-term budget deal that lifts the BCA caps across all of government and not just DOD. He also warned against a yearlong CR, calling it "sequestration by another name."

Carter noted that Congress has passed seven consecutive CRs to avoid a shutdown.

"Yet again, we face the real risk that political gridlock will hold us back," he said, adding: "Frankly, it's embarrassing in front of the world." -- Tony Bertuca

2. Carter Tells DOD Workforce to Expect Continued Fiscal Uncertainty – 10/5

Inside the Army

Though Congress temporarily averted a government shutdown last week, Defense Secretary Ash Carter is telling all Defense Department personnel to brace themselves for continued fiscal uncertainty.

"While I'm glad that we have avoided the trauma of a shutdown and our department is able to operate today, I recognize that continued uncertainty about our fiscal situation is deeply dispiriting to you and your families," he wrote in an Oct. 1 DOD-wide memo.

"In the near term, I expect this uncertainty to persist as discussions about a budget compromise get underway," Carter continued. "Without a negotiated budget solution, we will again return to sequestration, reducing our budget to its lowest level in a decade after adjusting for inflation. . . . Unfortunately, we have become accustomed to both budget cuts and budget uncertainty."

On Sept. 30, Congress passed a short-term continuing resolution that will fund the federal government until Dec. 11. The stopgap CR, however, will not allow DOD to engage in any new-start program spending or begin planned production increases.

Carter warned that extending the CR to a full year would be just as damaging to DOD as sequestration.

"An extension of the continuing resolution for the rest of fiscal year 2016 would not represent a responsible alternative to a negotiated solution; rather, it would represent sequestration under a different name, with all the ill effects for our mission and our security," Carter said.

Republicans and Democrats now have until Dec. 11 to reach a bipartisan compromise on the federal budget.

The proposed authorization and appropriations bills would fund DOD base spending at $499 billion, in line with the mandatory 2011 Budget Control Act spending caps. However, the bills would add $38 billion to the president's $51 billion request for the Pentagon's overseas contingency operations (OCO) account because it is exempt from the BCA caps. Democrats have refused to pass any bill that does not also circumvent the BCA caps for non-defense priorities.

Outgoing House Speaker John Boehner (R-OH) is reportedly seeking a deal with Democrats and the White House that would partially lift the BCA caps for two years, according to conversations with congressional sources, though it remains unclear if those efforts are gaining traction.

Meanwhile, House Republicans are scheduled to elect a new speaker on Oct. 8. -- Tony Bertuca

3. The Shutdown Was Avoided, But Agencies Can't Exactly Celebrate – 10/2

Government Executive | Eric Katz

Federal agencies narrowly avoided the catastrophe of a government shutdown this week, but budget experts say they will still feel the pain of congressional stalemates.

President Obama on Wednesday signed a "clean" continuing resolution, a temporary measure to keep agencies funded for 10 weeks at their fiscal 2015 levels. Unlike a full year appropriation, however, the CR does not detail how much agencies should spend on each program or office.

Agencies are expected to spend their funds at the same rates as the previous year, but the lack of a long-term agreement creates uncertainty. Starting new projects is impossible, and spending freely is difficult for agencies awaiting their full year fiscal fates.

"Under a CR, an agency become very conservative," said John Cooney, formerly deputy general counsel at the Office and Management and Budget and assistant to the solicitor general, and currently at Venable LLP. "It does not want to have spent down all of its funds just to find out Congress won't" appropriate the amount it expected to receive. Stopgap funding forces agencies to maintain a reserve of resources to plan for any contingencies, Cooney explained, making it difficult for them to plot out their spending over the course of a year.

"They have a big problem planning for spending on that year if the budget isn't even set until the middle of that year," said Shai Akabas, the associate director for economic policy at the Bipartisan Policy Center.

Any new projects agencies had been anticipating are delayed, as new spending generally requires direct approval from Congress. Normally, a federal office will have an idea, pitch it to agency leadership, who will try to convince the White House and OMB to include it in its annual budget, and Congress will approve or disapprove it. Under a CR, in which Congress approves nothing besides topline spending levels, that process collapses.

Defense Secretary Ash Carter noted this uncertainty during a Wednesday press briefing.

"It's not enough for our troops [and] not enough for the defense of our country, because this is about more than just the short-term damage of a temporary shutdown," Carter said. "It's also about the accumulating and lasting damage that comes from a paycheck-to-paycheck approach to budgeting for the defense of our country."

Carter added the ongoing use of CRs has forced the Pentagon to make painful choices and tradeoffs in the military's size, capabilities and readiness. A CR is even more difficult for the department, which suffers disproportionately from a lack of sequester relief. Of course, no federal agency will receive their requested funding bump under the stopgap measure that simply renews fiscal 2015's spending levels.

A CR not only prevents spending on new programs, but also blocks the process of eliminating those that have become wasteful or unnecessary. In a budget of more than $1 trillion, there are initiatives that "either deserve to be, objectively, raised because they are important programs, or reduced because the program is no longer needed," Akabas said.

Absent the ability to comb through each agency's funding on a line-by-line basis, Carter said, there is very little oversight of spending.

"Making these kinds of indiscriminate cuts is managerially inefficient and therefore wasteful to taxpayers and industry," the secretary said. "It's dangerous for our strategy, and frankly, it's embarrassing in front of the world."

When agencies finally figure out what their full year funding level will be, they have less time to spend any new monies they receive, leading to a rushed and less efficient process. This problem is amplified by the time agencies' financial gurus have had to spend creating contingency plans for a potential shutdown, which will likely have to be revisited as

congressional budget negotiators stretch talks to their new Dec. 11 deadline. Spending decisions made in a confined schedule are "much less efficient than they otherwise would have been," Cooney said.

Akabas added," It's very hard to make rational, long-term decisions for the budget when you're making decisions at the 11th hour."

Contractors also feel the pain of unspecified spending, as agencies postpone bids for new contracts and delay renewing existing ones as they await their full year appropriations. This in turn leads to contractors uncertain about planning their own fiscal years, Cooney said.

While continuing resolutions are generally the result of Democrats and Republicans' failure to reach an agreement on funding levels and unrelated political issues, the areas of agreement -- on where to both cut and boost spending -- are casualties of the process. As agencies await the result of 10 more weeks of congressional bickering, their abilities to deliver government services effectively hang in the balance.

4. Defense secretary urges veto of Defense Authorization bill – 10/1

Fed News Radio | Jared Serbu

Defense Secretary Ashton Carter said Wednesday that he has advised President Barack Obama to veto the Defense Authorization bill Congress will vote on later this week for several reasons.

Carter said the Obama administration's opinions about the bill haven't changed since this summer when the House and Senate marked up their own respective versions of the National Defense Authorization Act, and the final agreement the two houses reached Tuesday retains most of the characteristics DoD leaders and the White House dislike.
In this Sept. 30, 2015, photo Defense Secretary Ash Carter speaks to reporters during a news conference at the Pentagon. The defense policy bill is one of the few bipartisan measures in Congress that has become law for more than a half-century. Not so fast this year as President Barack Obama threatens to veto the bill moving through the House amid a bitter dispute about government spending. Carter told reporters on Wednesday that he wants Obama to veto it.

Their objections start with the fact that the NDAA agreement authorizes the shift of tens of billions of dollars in regular military spending into Overseas Contingency Operations (OCO) accounts as a work-around to spending caps in the 2011 Budget Control Act. The White House and DoD want the caps to be repealed outright, including for non-defense agencies.

"The bill attempts to evade the question of overall fiscal responsibility with this OCO gimmick, which is objectionable to me and others in other federal agencies, and I think it ought to be objectionable to the taxpayer and certainly to the warfighter," Carter told reporters Wednesday. "These are not mysteries to anyone. I think we've been very clear about our position on a veto."

Carter said his other objections have to do with provisions of the House-Senate agreement that would deny longstanding requests to reduce spending in certain areas of its budget, such as by retiring older weapons systems and conducting additional rounds of base closures.

"For several years now, we've proposed reforms that extend from health care to force structure so that we can get a better national security benefit for our defense dollars. Billions of dollars per year worth of those reforms are disallowed in this bill," he said. "That's not OK with me, because it takes money — which I already regard as short — and uses it in a way that we have said for several years is not in the national interest. I need to be able to tell the taxpayer that we need every dollar we're given and that we're using them in the best possible way, and this bill does not take into account the reforms we think are needed."

White House spokesman Josh Earnest affirmed Thursday that the President will veto this year's NDAA. But Congress intends to press ahead toward passage anyway with a vote scheduled on the House floor on Thursday.

Rep. Mac Thornberry (R-Texas), the chairman of the Armed Services committee, called the veto threat "unbelievable" and a "cheap political game" considering the current global security situation.

"For the national security of our country, we need to pass this so that the world and our troops see that we can still function," he told the House Rules Committee. "I understand that this does not solve all of our budget problems, lots of issues are out there and we need to deal with the appropriations issues by Dec. 11. It doesn't solve everything, but it's a good thing to do. I'm hopeful that this conference report, with all the good it does and with all that's happening in the world today will get the support of not only all of our colleagues, but ultimately, the President."

Thornberry also suggested Congress might be able to override a veto, because 71 members of the Senate and a nearly veto-proof majority in the House voted this summer to approve the original bills on which the bicameral compromise is based.

But a veto override seems unlikely at this point. However much they may agree with the more than 800 substantive provisions in the annual policy bill, Democrats are generally united in their view that Congress must not create a sequestration safety valve only for the Defense Department, because it would severely undermine the argument to lift the Budget Control Act's spending caps for the entire government.

Rep. Adam Smith (D-Wash.), the Armed Services Committee's ranking member, said he looks forward to voting for a future incarnation of the bill once this one is vetoed and the OCO controversy is sorted out.

"But if we allow Defense a back-door deal to use OCO money as though this isn't really money, that's just wrong," he said. "If we let Defense out of jail and dismiss the rest of the appropriations as unimportant, it makes it that much more difficult to do anything about the budget caps for the rest of the appropriations bills. And those bills are not irrelevant to national security. We're talking about the Department of Homeland Security, we're talking about the Justice Department, we're talking about the Treasury Department. All three of those are critical to national security, and they are all subject to the budget caps unless we get this fixed once and for all."

Sen. John McCain (R-Ariz), the chairman of the Armed Services Committee, attacked that line of argument, noting that the Defense authorization bill does not actually appropriate any funding and argued that the NDAA is not the right venue to litigate a years-long deficit reduction battle.

"The NDAA is a policy bill," he said in a statement Wednesday. "It does not spend a dollar and it certainly cannot raise the budget caps or deliver an agreement to fund the government. It is absurd to veto the NDAA for something that the NDAA cannot do. If the President vetoes the NDAA at this time of mounting global threats, he will be prioritizing politics and process over the security of our nation and the well-being of our armed forces."

Carter breathed a slight sigh of relief on Wednesday as Congress was poised to approve a short-term funding bill that avoids a government shutdown until at least Dec. 11, but he emphasized that a continuing resolution would not be any better than forcing DoD to continue to live under the BCA caps.

Either way, he said, DoD is living under a "paycheck-to-paycheck" approach to federal budgeting.

"The alternative to a budget deal — a long-term continuing resolution — is merely sequester-level funding under a different name," he said. "And the longer the continuing resolution lasts, the worse it becomes, eventually resulting in a $38 billion deficit in resources for our military if Congress chooses to pursue this path for the full year. The Department of Defense has done its best to manage through this prolonged period of budget uncertainty — seven years in a row of continuing resolution. What we have under sequestration or a long-term continuing resolution is a straitjacket. We would be forced to make irresponsible reductions when our choices should be considered carefully and strategically. These cuts are managerially inefficient and therefore wasteful to taxpayers and industry. It's dangerous for our strategy, and frankly, it's embarrassing in front of the world. And for our men and women serving our national defense and their families, it adds an absolutely undeserved element of uncertainty about their future.

The uncertainty, in and of itself, has serious consequences for DoD's workforce — even if the government doesn't actually go through another shutdown, Adm. Mike Rogers, the commander of U.S. Cyber Command, told a congressional hearing on Wednesday.

"The single greatest perturbation I've experienced with my workforce in my 18 months on this job has been about even the hint of another government shutdown," Rogers said. "In the last week, I've had more agitation from the workforce than anything else I've experienced. And they are very open about telling us that they aren't so sure that they want to be part of an organization with such a lack of stability. That really concerns me, because I can't overcome that."

5. U.S. defense chief says Obama likely to veto defense policy bill – 9/30

Reuters News | David Alexander

WASHINGTON, Sept 30 (Reuters) - Defense Secretary Ash Carter said on Wednesday he expected President Barack Obama to veto the annual defense policy bill currently making its way through Congress because it seeks to avoid budget caps by padding the war-funding account.

Carter told a Pentagon news briefing that he and other presidential advisers had already recommended that Obama veto the National Defense Authorization Act if it remains in its current form.

The bill, which is written by the Armed Services Committees in both the House of Representatives and the Senate, sets defense policy and authorizes new programs and spending. Appropriation of money is done through spending bills written by the Appropriations Committees.

"(Obama) has already indicated that if it were presented to him in the form in which it now appears it is going to be presented to him, it is going to be vetoed," Carter said. "So, yes, that is unchanged."

Carter said he had a number of objections to the compromise bill unveiled on Tuesday. The measure would authorize $612 billion in defense spending, including $90 billion for Overseas Contingency Operations (OCO), or war funds.

Obama had sought a base Pentagon budget of $534 billion, well in excess of the $499 billion federal spending cap for 2016. He also sought $51 billion in war funds.

To avoid breaking the spending caps while still giving the president the level of funding he sought, Republicans on Capitol Hill reduced the base budget and added extra money to the war fund, which is not restricted by federal spending limits.

"It attempts to evade the question of overall fiscal responsibility with the so-called OCO gimmick, which is objectionable to me and to others in other agencies," Carter told reporters.

Obama has urged Congress reach a compromise that would find additional funds for both defense and other departments that have been stretched by the spending limits. He has resisted letting lawmakers boost defense spending without resolving the bigger issue.

Carter also objected to the bill because it rejected cost-saving reforms the Pentagon has been pushing for several years.

"Billions of dollars a year worth of reforms were disallowed," Carter said. "That's not OK with me because that is taking dollars that I already regard as short for national defense and using them in a way which we ... have determined is not in the national interest." (Reporting by David Alexander; Editing by Grant McCool)

6. US budget woes send "wrong message" to potential foes -Defense Secretary – 9/16

Reuters | Andrea Shalal

NATIONAL HARBOR, Md., Sept 16 (Reuters) - U.S. Defense Secretary Ash Carter on Wednesday warned that continued uncertainty about U.S. military spending levels would send "the wrong message at the wrong time" when Russia and China are rapidly advancing their technologies.

Carter told the annual meeting of the Air Force Association that failure by the U.S. Congress to pass a budget before the end of the fiscal year on Sept. 30 could trigger a return to difficult spending cuts and a $38 billion shortfall in funds needed for new weapons, training and operations.

The Pentagon has already made many tough choices and trade-offs about the size of its armed forces, new capabilities and readiness levels as a result of mandatory budget cuts known as sequestration in recent years, Carter said.

But security threats continued to grow around the world, and U.S. forces were now also engaged in a long-term fight against Islamic State in Iraq and Syria, he said.

"In this kind of security environment, we need to be dynamic and responsive. What we have under sequestration or a long-term continuing resolution is a straitjacket," he said.

President Barack Obama urged the U.S. Congress on Wednesday to avoid a government shutdown starting Oct. 1, as Republicans in the House of Representatives struggled to find ways to get enough votes to pass a funding bill.

Carter said a long-term continuing resolution and further spending cuts would force the Pentagon to make "irresponsible reductions," that would be "wasteful to taxpayers and to industry, dangerous for our strategy, unfair to our service members and frankly ... embarrassing around the world."

Pentagon officials have repeatedly warned over the past year that Russia and China are rapidly building up advanced military technologies and cyber capabilities and closing a longstanding technology gap with the United States.

A top U.S. Air Force general on Monday told the conference the Russian military had made great strides in beefing up its air forces in the years since the invasion of Georgia in 2008, and the U.S. air power advantage was shrinking.

Carter said the U.S. Defense Department needed to redouble its focus on developing cutting-edge military technologies, modernizing its nuclear weapons, and expanding its cyber capabilities. Space systems, guided munitions and improved spy systems were other key priorities, he said.

He said the U.S. military would have to adjust its military strategy if the Pentagon was unable to increase its budget to deal with the rapidly emerging threats. (Reporting by Andrea Shalal; Editing by Ken Wills)

7. Carter details Air Force budget priorities – 9/16

POLITIO | Philip Ewing

Defense Secretary Ash Carter today detailed his priorities for next year's Air Force budget, but also warned that uncertainty about the state of the budget continues to complicate Pentagon planning.

The fiscal year 2017 budget, he said, would focus on nuclear deterrence, space and "counter-space," systems, counter-anti-access and area-denial systems, cyber, guided weapons and surveillance. His points are similar to the 2016 submission.

But if Congress won't let the Air Force retire older systems — for example, its controversial A-10 Warthog attack jet — or if lawmakers don't pass a full budget, the Air Force likely can't pursue this strategy, he said.

"The alternative to a budget deal, a long-term continuing resolution, is merely sequestration-level funding under another name," Carter told attendees at the Air Force Association's Air and Space Conference at Washington Harbor, Maryland.

"And the longer a continuing resolution is, the worse it becomes," he added, "eventually resulting in a $38 billion deficit in resources for our military if Congress chooses to pursue this path for a full year."

Legislative gridlock is "dangerous" to the country, Carter said, and sends the "wrong message at the wrong time to the world."

8. Carter: 'Consequences' if no budget this year – 8/26

POLITICO | Philip Ewing

The military would suffer "real consequences" if members of Congress do not pass a budget and instead default to a continuing resolution or permit the return of across-the-board budget restrictions, Defense Secretary Ash Carter warned today.

Carter, speaking at the U.S. Transportation Command at Scott Air Force Base in Illinois, acknowledged that the Washington budget debate could seem far removed but that it "matters deeply to TransCom, to Belleville, Ill., and to our entire country."

"If we can't come together and pass a sensible budget, if we're forced to operate under a continuing resolution or endure another bout of sequestration, there will be real consequences and TransCom will feel them firsthand," Carter said. "When we're forced to make irresponsible cuts, it's readiness that suffers. When we're forced to budget one year at a time, it's investment in modernization and the future that gets sacrificed."

President Barack Obama — with Carter's support — has threatened to veto the current versions of the House and Senate's annual defense authorization bills because of the way they would add money to the war funding account to circumvent budget caps. Instead, the White House and the Pentagon want Congress to pass a budget like the one the administration submitted earlier this year.

9. Carter rejects GOP budget that favors defense – 5/6

POLITICO | Austin Wright and Phil Ewing

The White House sent Defense Secretary Ash Carter to Capitol Hill on Wednesday with a message for Republicans: Their vision for this year's budget does not have a future.

One day after Republicans passed a budget resolution that would increase spending for the Defense Department but decrease it elsewhere across the government, the Pentagon's chief told the Senate Appropriations Committee's defense panel that he would not accept that deal even though it would mean more support for his department.

Former Defense secretaries Leon Panetta and Chuck Hagel helped the GOP gain some leverage on the White House in the big-picture debate over federal spending by blasting sequestration in the strongest terms possible — bolstering the Republican argument that the Pentagon should be exempted from the the Budget Control Act of 2011.

Carter, in his testimony on Wednesday, charted a slightly different course than his predecessors — saying he wouldn't go along with the Republican plan to keep in place strict spending caps on other federal agencies while allowing the Pentagon to evade the caps through increases to the Overseas Contingency Operations war budget.

In effect, he was helping the White House try to beat back a Republican scheme to disentangle defense spending from the rest of the discretionary budget — a scheme that would allow the GOP to boost the military without having to give in to any Democratic demands.

"While this approach clearly recognizes that the budget total we've requested is needed, the avenue it takes is just as clearly a road to nowhere," Carter said.

The resolution passed Tuesday in the Republican-controlled Senate is "materially unsound," he said.
President Barack Obama won't sign spending bills that bear any resemblance to the budget blueprint Republicans passed, he warned, and if Washington ties itself in knots again over its inability to fund the government or just the Defense Department, all that does is embolden adversaries and prompt allies to doubt the United States.

"See what the Americans are doing to themselves?" Carter imagined leaders in foreign capitals whispering to each other. The chairman of the Senate Appropriations Committee's defense panel, Sen. Thad Cochran (R-Miss.), and other Republicans did not agree their work was "unsound," and they cited the global threats from the Islamic State of Iraq and the Levant, Russia and China. They also pointed out the years' worth of complaints by Carter and other defense officials about budget restrictions and shortfalls imposed by Congress.

In fact, Sen. Roy Blunt (R-Mo.) pointed out the budget resolution would give the Pentagon more money than it asked for. "Do you not want more money than you requested?" he asked.

No, not like this, Carter responded. The nation needs other agencies in the government to get their full funding, too, he said. He and Democrats lamented what they called lawmakers' inability to get themselves off a collision course.
"We are not heading for a good situation," said Sen. Barbara Mikulski (D-Md.), ranking member on the full Appropriations Committee. "The budget that we passed yesterday is so deeply flawed that it will only provoke tremendous problems in this committee."

"National security is bigger than our department," Carter responded. "We need Homeland Security. We need law enforcement and other things that are not military and not in our budget."

10. Pentagon chief Carter: Europe 'not doing enough' on defense – 4/22

Associated Press | Robert Burns

Defense Secretary Ash Carter chided America's European allies on Wednesday, saying a long slide in European defense spending calls into question its ability to partner with the U.S. military at a time of growing security threats across Europe.

"They're not doing enough," Carter said in an unusually blunt assessment of the Europeans' defense efforts. He said they are spending a smaller share of their overall economic wealth on defense than they did in the past.

"It's too low," he said. "And if Europe wants to be a force in the world it needs to be more than a moral and political and economic force, which Europe is because it shares many of our values and demonstrates them around the world. But it has to have the military power that goes with that as well.

"It has to have the military power to be a capable ally of ours, and we see that slipping. It has got to turn around. It's not that they don't have the money to do it."

Carter made his comments in response to a question from his audience at Georgetown University after delivering a speech about eradicating sexual assault from the military and providing help for assault victims.

Carter has not visited Europe since taking office in February. He is expected to attend his first meeting of NATO defense ministers in Brussels in June.

He noted that at the alliance's meeting last September in Wales the leaders agreed to reverse the trend of declining defense budgets and to spend more wisely. They agreed that any NATO member not spending at least 2 percent of its gross domestic product on defense will "aim to move toward" that goal within a decade.

U.S. defense secretaries have long complained that the Europeans spend too little on their own defense but they usually are not as blunt about it as Carter.

"They've got the money to do this," he said, adding that when the Cold War ended in 1990 — and with it the threat of invasion or attack by the Soviet Union and its Warsaw Pact allies — U.S. allies in Europe concluded that their security problems were over.

"Now they're beginning to wake up," he said, referring to such recent security crises as the Russian military intervention in eastern Ukraine, the January terrorist attack on the Paris office of the Charlie Hebdo satirical newspaper, and Turkey's proximity to the Islamic State violence in Iraq and Syria.

"So it's not like they (the Europeans) don't have plenty to do," Carter said. "And it's not like we have to do everything ourselves."

Carter acknowledged that the Obama administration faces its own challenges on the military spending front. He reiterated a plea for Congress to avoid the across-the-board defense spending cuts known as sequestration in 2016.

"Sequestration is a sudden and arbitrary cut in the defense budget that we can't predict," he said. The effect thus far, he added, has been to compensate by taking money from military training budgets and weapons development projects — "in short, doing all kinds of stupid things."

"This idea that you can skimp when the world is as tumultuous as it is ... is false."

Spokesman Peter Cook

11. Defense policy bill would send weapons to Ukraine – 9/25

Washington Examiner | Jacqueline Klimas

The Pentagon would be authorized to provide $300 million in lethal aid to Ukrainians fighting Russian-backed separatists, under the fiscal 2016 defense policy bill, a senior congressional staffer said.

The bill, on which House and Senate negotiators reached an agreement on Tuesday, also would provide $600 million to continue the program to train and equip vetted Syrian moderates to fight the Islamic State, the staffer said.
House and Senate negotiators unveiled their compromise defense policy bill Tuesday afternoon, even as the administration promised to veto the bill over a funding mechanism to bump up defense spending.

The authorization bill approves funding for fiscal 2016 at the president's requested level of $612 billion, but works around the budget caps imposed by sequestration by putting $89 billion in a war fund that skirts budget caps. Critics have referred to the overseas contingency operations account as a "slush fund."

The conference report was introduced in the House on Tuesday afternoon and lawmakers are expected to vote on it on Thursday, said Rep. Mac Thornberry, R-Texas, chairman of the House Armed Services Committee.

Sen. John McCain, R-Ariz., said the bill would encourage the administration to provide weapons to combat Russian tanks, such as the javelin weapon system. The bill would authorize weapons such as mortars, grenade launchers, unmanned aerial surveillance systems and cyber capabilities. A portion of the funding could be used to pay for training of Ukrainians, the bill says.

The conference agreement also would prohibit the use of any funds for military-to-military cooperation between the U.S. and Russia as long as Russian President Vladimir Putin is occupying Crimea. That prohibition can be waived by the defense secretary if he finds it in the national security interest of the U.S.

In funding the train-and-equip program for moderate Syrians, the Pentagon would continue a project that has come under fire from lawmakers.

Gen. Lloyd Austin, commander of U.S. Central Command, told the Senate Armed Services Committee that just "four or five" graduates were remaining from the first class of 54 fighters to complete the program. The Pentagon later revised that number to nine active fighters.

Of the remainder of the first class, 14 left the New Syrian Force to join another moderate group, 18 were missing somewhere inside Syria, one had been killed and one had been captured by al-Qaeda affiliate al-Nusra front.

Central Command also revealed late last week that one unit of U.S.-trained fighters gave about a quarter of their equipment to the al-Nusra front in exchange for safe passage, which violates guidelines for the program.

Despite these problems, Pentagon press secretary Peter Cook said Tuesday that the training is still going on, but said later in the day that the department has "paused" the movement of new recruits from Syria to training sites outside the country. "I don't have any formal announcements at this time with regard to changes to the program," Cook told reporters at the Pentagon. "This entire program is under review, there are changes being considered."

The conference report includes changes to the military retirement system, acquisition reform to place more responsibility with service leaders and the tightening of rules for transferring detainees from the prison at Guantanamo Bay, Cuba.

If the bill passes Congress, it faces a veto from the administration over a workaround that allows Capitol Hill to fully fund the Defense Department without raising sequestration budget caps. President Obama has said he would veto any measure that does not solve sequestration or raise domestic spending alongside defense funding.

Of the seven Senate Democrats on the conference committee, only two — Sens. Tim Kaine of Virginia and Joe Donnelly of Indiana — signed the compromise report. Of the 14 House Democrats, only Rep. Madeleine Bordallo of Guam signed the report.

Sen. Jack Reed, D-R.I. and ranking member of the Senate Armed Services Committee, said he along with most Democrats did not sign the report because doing so allows lawmakers to go another year without addressing sequestration.
"I'm afraid that if we follow through with the legislation, not only will we not deal with it directly, but it will give some people as I said before a reason not to deal with it," he said.

Cook said Defense Secretary Ash Carter will recommend that the president veto the bill.
"[T]he budget situation evolved here and the need to fully fund this department at the president's level and to fund the other agencies of government that are assisting in the effort, for example the counter-ISIL campaign. And so the secretary's view on this has not changed," Cook said.

12. Pentagon moves into uncharted waters – 9/23

The Hill | Kristina Wong

The Department of Defense is bracing for the possibility of operating under an emergency spending measure for the next fiscal year, something it has never before been asked to do.

While lawmakers only intend for their stopgap funding measure — known as a continuing resolution (CR) — to last through mid-December, the Army is bracing for the possibility that funding is eventually put on auto-pilot for a whole year, according to official documents obtained by The Hill.

A yearlong CR would be unprecedented for the Department of Defense, but is one of two likely scenarios for fiscal 2016, budget experts say.

Pentagon budget officials are "starting to realize that a full year CR is a real possibility," said Todd Harrison, director of defense budget analysis and senior fellow at the Center for Strategic and International Studies.

"It's a real possibility this year because we've got a budget stalemate in Congress and between Congress and the administration, and both camps are pretty firmly dug into their trenches," he said.

Under a yearlong CR, the Army would have approximately $6.6 billion less in funding than under requested 2016 levels.

That means the Army would continue to have less than one-third of its Brigade Combat Teams trained and ready to deploy, according to the documents.

"Also, equipment, ground vehicle and aviation maintenance would be curtailed or deferred, resulting in lower equipment readiness rates."

The documents also assert that a long-term CR would disrupt the Army's ability to start new programs and increase the production rate for equipment, potentially wasting hundreds of millions of dollars.

The Army would not be able to fund 35 new start programs — 16 procurement programs and 19 research and development programs totaling $660 million.

It would also not be able to fund 16 production rate increases, which would add $870 million to existing programs.

An emergency funding bill would affect procurement of the 4th Brigade Set of Double V-Hull Strykers, and decrease production of the Army's Joint Light Tactical Vehicles (JLTV), from 450 vehicles to 184 in 2016. The $6.7 billion JLTV contract was awarded to Wisconsin truck-maker OshKosh last month.

The Army would also default on the last year of a multi-year contract with Boeing to renew 27 CH-47F Chinook heavy lift helicopters and buy 12 new aircraft. The default would create a $99 million contract termination liability and negate $355 million in price savings.

The Army would also not be able to start 32 new military construction projects for the active Army, Reserves and National Guard, and four Army family housing construction projects, totaling $960 million, according to the documents.

The construction funding affected would include $90 million for the Cyber Facility Headquarters at Fort Gordon, Ga.; $85 million for the Powertrain Facility at the Corpus Christie Army Depot in Texas; $29 million for the Joint Forces Headquarters in Richmond, Va.; $55 million for the Army Reserve Center at MacDill Air Force Base in Florida; and $61 million for a family housing construction project at Camp Walker in Korea.

If a CR lasts beyond December, the Army would require a one-year extension on bonuses and special pay authorities, otherwise pay raise rates would actually revert to the Employment Cost Index rate of 1.8 percent, costing the Army $85 million more than in 2015.

Housing allowances for troops living off base would also increase, costing the Army $117 million more than in 2015.

Harrison said in the event of a yearlong CR, the Pentagon would surely seek fixes, or "anomalies" from the previous year budgeting to address these problems, and Congress would almost certainly grant them.

The real problem, he said, is that under a 12-month CR, the Pentagon would have $25 billion less in 2016 than requested.

"Even if the anomalies are fixed, even if they get reprogramming authority to move money between accounts, they would still have to find $25 billion worth of things to cut in FY '16, and that's hard," Harrison said.

Although a yearlong CR would provide the Pentagon overall with $10 billion more than under sequestration — budget caps that require the Pentagon to slash its budget by $500 billion over a decade, it would leave the Army with $500 million less than under sequestration.

Sequestration was meant to be so harmful that lawmakers would seek a budget compromise before they kicked in. Lawmakers partially relieved the cuts for 2014 and 2015, but they are slated to begin again in 2016.

The Pentagon on Tuesday urged Congress to avoid a long-term emergency funding measure.

"We've been clear, as well as the secretary in particular, [that a] continuing resolution that lasts for an extended period of time would be the equivalent for us in many aspects [to] a sequester," Pentagon press secretary Peter Cook told reporters.

The new fiscal year begins on Oct. 1, but lawmakers don't appear to be anywhere close to a compromise on a defense spending bill for 2016.

On Tuesday, Senate Democrats blocked a 2016 defense appropriations bill to fund the Pentagon's activities and programs.

Republicans have proposed to leave the budget caps in place while boosting defense spending through a war fund. Democrats are demanding that the caps be lifted for both defense and non-defense spending.

President Obama has vowed to veto any budget that does not also lift non-defense spending.

Sen. David Perdue (R-Ga.), whose state would not be able to execute the $90 million Cyber Facility Headquarters project, blasted Democrats' move.

"Congress is responsible for ensuring that American servicemen and women have the tools they need to do their jobs and remain safe," said Perdue, a member of the Senate Budget Committee.

"But today, my colleagues on the other side of the aisle have done our nation a great disservice. By failing to bring up the defense appropriations bill, Democrats aren't letting us do our job. That's dangerous," he added.

With both parties dug in on the budget caps, experts are skeptical that the gridlock can be broken.

"Republicans seem pretty set on not raising those budget caps for the non-defense side of the budget, and Democrats seem pretty set on not allowing an increase in defense without an equal increase in non-defense," Harrison said.

"So there's not a lot of ground left for compromise. And if you can't reach a deal on that, the default position is just to continue everything at last year's level," he said.

Bob Work

13. PENTAGON MAKES PLANS FOR FEDERAL GOVERNMENT SHUTDOWN – 10/1

Inside the Pentagon

Deputy Defense Secretary Bob Work released a memo to the Pentagon workforce Friday morning alerting employees to the possibility of a federal government shutdown on Oct. 1 if Congress did not pass a budget deal or a stopgap spending measure to buy time.

Congress, however, passed a stopgap spending measure on Wednesday that would fund the federal government until Dec. 11.

"As many of you are aware, annual funding for the government expires at midnight on September 30," Work's memo states. "The administration, [Defense] Secretary [Ash] Carter and I continue to strongly believe that a lapse in funding should not occur. There is more than enough time for Congress to prevent this from happening. The administration is willing to work with Congress to enact a short-term continuing resolution to fund critical government operations and allow Congress more time to negotiate an agreement that invests in middle-class economic priorities and helps our entire economy grow."

Meanwhile, budget bills are stalled on Capitol Hill amid partisan fights over how the federal government should best circumvent the spending caps mandated by the 2011 Budget Control Act. Congress was further thrown into chaos amid news that House Speak John Boehner (R-OH) would resign at the end of October.

Work noted that the Pentagon will be referencing shutdown guidance from 2013 -- the last time the federal government closed its doors.

"Prudent management requires that we continue to prepare for all contingencies, including the possibility that a government shutdown could occur at the end of the month," the memo states.

During a shutdown, all U.S. military personnel will continue normal duties, but will not be paid until Congress provides funding, while many civilian employees will be furloughed.

"Importantly, the categorization of employees and whether or not someone is furloughed is not a reflection on the quality of an employee's work, nor of his or her importance to the department," the memo states. "Your chain of command will begin reaching out to you to provide additional detail on our contingency plans and your status under a potential lapse. Official furlough notices will only be issued on October 1st if a lapse in funding has occurred."

Work closes the memo lamenting the continued budget uncertainty facing the department.

"The uncertainty of current circumstances puts our workforces in a difficult situation, and should a government shutdown occur, it could impose hardships on many employees as well as the people that we serve every day," the memo states. "We will work closely with all staff to do our best to support you through this period." -- Tony Bertuca

14. DOD's Work warns of continuing resolution's 'disastrous' impact – 9/17

CQ-Roll Call | Megan Scully

WASHINGTON (Tribune News Service) — The Pentagon is counting on Congress averting a painful government shutdown when the calendar turns to the new fiscal year on Oct. 1, but the Defense Department's No. 2 civilian is not ruling out the possibility of a "disastrous" year-long continuing resolution to fund the military.

Deputy Defense Secretary Bob Work said Tuesday that his department is resigned to the fact that it will at least begin fiscal 2016 under a short-term continuing resolution that will likely extend until December, when officials hope Congress and the White House will reach a bipartisan budget deal to raise the spending caps for the Defense Department and other agencies.

"I think there is at least a shot that we will get a Murray/Ryan 2.0 that solves both the defense and non-defense discretionary (spending) in a way the president would be able to support," he said in a sit-down at the Pentagon with CQ reporters and editors.

But Work, who effectively serves as the Pentagon's chief operating officer, is also girding for the very real possibility that the two parties are unable to agree on revised budget numbers and settle instead for a CR that extends throughout the fiscal year.

That would put the Defense Department, whose annual appropriations have long been considered a must-pass piece of legislation, in unfamiliar — and uncomfortable — territory.

For the last several years, the Pentagon has started October under a continuing resolution. But officials have always eventually gotten their budget, even if it has taken months.

Work, a veteran of many of the Obama administration's past budget battles, says a year-long CR would be disastrous and exacerbate an already difficult budget situation.

"I'm constantly getting my chops busted because we're not efficient," Work said, adding: "If you look at back over the seven years, the fits and starts, the changing topline, entering into years on a continuing resolution, there is no organization on this earth that would be able to remain in business, operating under these conditions. Now the reason why we do is we make compromises, and the compromises we make are not good for national security."

Continuing resolutions, which typically extend the previous year's funding levels into the next fiscal year, can wreak havoc on an agency's funding because the money does not match the department's current spending needs.

For the Pentagon, which consumes nearly half of all federal discretionary spending, stopgap spending measures also block new-start weapons and construction projects, affect multi-year procurement programs and cast doubt on funding levels for the next fiscal year.

"You make an awful lot of things that are compromises on the edges that, in the broadest impact, really hurt our national security," Work said.

The Air Force, for instance, is expected to award a lucrative contract for a next-generation bomber in the coming weeks. But Work acknowledged that the Pentagon could postpone the much-anticipated award until officials are more certain of the department's budget picture for 2016.

"We might elect to say, 'Let's delay this until we resolve our budget,'" he said, adding that he will meet soon with Pentagon acquisition chief Frank Kendall to discuss whether or not to pull the trigger on any big decisions.

If the Pentagon operates under a continuing resolution for the entire fiscal year, Work said he is hopeful — but not confident — that lawmakers will pack the CR with "anomalies" to give the department at least some ability to carry out its plans for 2016.

The Pentagon has already drafted a list of requested anomalies, which includes keeping on schedule an "urgently needed" 15-ton bomb being designed with the capability to destroy Iran's nuclear facilities. Defense officials also are seeking CR language to allow them to continue, as planned, everything from shipbuilding to space procurement programs and to begin new projects and expand others "without delay."

"I just don't think Congress would force us to go into a year-long CR without giving us some flexibility," Work said. "But in these conditions, I have now stopped predicting too much because I've been proven wrong in every case."

In submitting its budget request for fiscal 2016, the Pentagon opted to blow past mandated spending caps by some $35 billion, arguing that is the minimum amount the military needs to execute its daily missions and prepare for the future.

Congressional Republicans responded by shifting base-budget funding into the war accounts, which are not subject to caps. But administration officials have blasted that approach as an end-run around the caps that gives the Defense Department preferential treatment. Domestic spending does not have a similar overflow valve.

For number-crunchers like Work, the reliance on the so-called Overseas Contingency Operations funds poses another, longer-term problem. War funding fluctuates wildly from year to year, and there is no guarantee that funding will be available the following fiscal year.

Paying for a new program through what Work called the OCO "gimmick," for instance, would be irresponsible and risky, he said.

Compounding the Pentagon's budget woes is congressional resistance to many cost-saving proposals, including retiring aging weaponry like the A-10 close-air support aircraft, launching another round of base closures and making changes to military benefits.

The "congressional noes," as Work calls them, could add up to as much as $43 billion over the next five years, only adding to the overall budget uncertainty, particularly as both the annual defense appropriations and authorization bills remain in limbo with just two weeks until the start of the new fiscal year.

In the meantime, Work said, planning for the future is chaotic.

"We believe if we just had some time with a steady topline that we feel is sufficient that we would be able to get after some of these problems," he said.

15. Pentagon's No. 2 believes sequestration will be avoided; NSC wants to get leaner – 6/23

Washington Post.com | Catherine Ho

Deputy defense secretary believes sequestration will be avoided: The Pentagon's No. 2 man Bob Work said Monday he is "pretty certain" a budget deal will be reached to avoid sequestration-level funding, Defense News reports. That's in contrast to three months ago, when Work thought sequestration was "better than a 50-50 proposition," the story says. What has changed since then, Work told an audience at Rand Corp., is that the White House has threatened to veto spending bills, including the defense authorization bill that stays within spending caps but includes additional billions in the war fund. His remarks echo those of Defense Secretary Ash Carter, who last week reiterated his support for the veto strategy.

Frank Kendall

16. Kendall: 'Full-year CR Would Be Devastating' – 9/15

Defense News | Joe Gould

WASHINGTON — Defense Department acquisition chief Frank Kendall said Friday a yearlong continuing resolution to fund the government "would be a devastating thing" for the Pentagon, as he hoped for a bipartisan deal to fund defense at the president's requested levels.

Before passing federal budget legislation, Congress has for years passed short-term funding measures in lieu of approving a budget which set spending at the previous year's levels, and — without further legislation — bar production jumps and new start acquisition programs.

"A full-year CR would be devastating," Kendall said. "We also have a number of things that we need to get on with in terms of rates of production increase in terms of moving to the next phases of program life-cycles. All of that will be put into question under a yearlong CR. It would be a devastating thing for the department. I understand that it is an easier route in some ways politically, but the consequences of that are very severe."

Kendall declined to provide specific examples of programs a yearlong CR would impact. However, the Pentagon sent Congress a 12-page list of programs in August that would require congressional approval to fund under a short-term continuing resolution. These include new start programs for weapons, vehicles, advanced sensors and construction.

Analyst Todd Harrison, of the Center for Strategic and International Studies recently predicted the final appropriations number for defense will not be known until December or later as Congress debates the Iran nuclear deal and tackles the

National Defense Authorization Act. It's likely, he said, Congress will end up passing a short-term continuing resolution to avoid a government shutdown, as it has in recent years.

Kendall on Friday said he would like to see Congress approve the president's budget, which he called the "right level of spending for national security," though the Pentagon has "some data in the storehouse," to reluctantly prepare to work under budget caps.

"We are going to everything we can to avoid that," Kendall said.

The Budget Control Act of 2011 caps the total national defense budget in fiscal 2016 at $499 billion, but the Obama administration requested $534 billion for the Pentagon in its base budget, or $35 billion more than the budget cap allows.

The administration asked for $51 billion in war-related funding, which does not count toward the budget cap, for a total DoD budget of $585 billion.

Republicans in Congress rejected the administration's approach and instead passed a budget resolution earlier this year that calls for a base defense budget at the budget cap level and Overseas Contingency Operations (OCO) funding that is $38 billion more than requested.

This, Harrison notes, effectively gives the administration what it requested in total DoD funding, but it does so by moving funding from the base budget to the war budget to avoid triggering a sequester. The Obama administration has threatened a veto over this approach.

Kendall on Friday called it a "gimmick."

"If they proceed with the bills that are currently structured with what we call the OCO gimmick, those are not going to go anywhere as far as I can tell," Kendall said, "and then we will have to sit down and hopefully come to some kind of agreement about a more sensible path."

17. KENDALL: 'POLITICAL GRIDLOCK' NOW THE GREATEST THREAT FACING UNITED STATES – 9/11

Inside the Air Force

Frank Kendall, the Pentagon's acquisition chief, said Sept. 9 that ongoing "political gridlock" in Washington over the future of government spending has become the greatest threat facing the United States.

"The threat that I am most concerned about is not Chinese modernization; it's not that we're not bringing technology in as quickly as we could be," he said at the National Press Club. "It's political gridlock here in Washington that prevents us from getting a reasonable defense budget and getting on with our jobs. That is the greatest threat we face right now."

Kendall's remarks come as Congress is haggling over the length of a stopgap funding measure, known as a continuing resolution, that would fund federal spending at previous-year levels while lawmakers work to hash out a compromise for fiscal year 2016.

Many, including House Armed Services Committee Chairman Mac Thornberry (R-TX), predict that Congress will pass a short-term CR in the hopes of reaching a budget deal before the end of December. A yearlong CR remains possible, but, as Todd Harrison, a defense budget analyst with the Center for Strategic and International Studies has noted, such a thing is unprecedented in modern history.

Kendall said DOD was doing its best now to lobby against the passing of a yearlong CR, which would prohibit it from engaging in any new-start programs and weapon system production increases.

"We are fighting as hard as we can to ensure that does not happen because we know how bad that would be for the department," he said. "A couple of years ago, we went through the exercise of laying out the program cuts we would take under a decreased budget level. We could pull those out if we had to and try to limit the damage as much as we can. But there's no good solution at that point."

Kendall said a short-term CR, although problematic, is still "vastly preferable" to a government shutdown or yearlong measure. He said much of the disruption of a three-month CR, for instance, would be limited because DOD generally does not engage in major spending commitments during the first quarter of a fiscal year.

"I guess I would say the shorter the better," he said. "You hear rumors about what the Hill is considering. We generally don't make major commitments in the first quarter. The degree of disruption is less early on. But there's still a lot of disruption."

The Pentagon has already delivered Congress a list of budgetary "anomalies" it would prefer to see exempted under any kind of CR, but Kendall isn't too optimistic about Congress creating special exceptions for specific DOD programs. "We generally don't get anomalies," he said.

The FY-16 defense authorization and appropriations bills both reflect a GOP-crafted budget resolution that circumvents the 2011 Budget Control Act spending caps for defense spending by increasing the Pentagon's OCO account, which is exempt from those caps. The bills would fund DOD at a $499 billion base level in line with mandatory BCA spending caps, but $34 billion below the president's request. However, the bills would also add approximately $38 billion to the president's $51 billion OCO request. Democrats have refused to pass any appropriations bill that does not also circumvent the BCA caps for non-defense priorities. -- Tony Bertuca

18. Pentagon eyes ways to motivate arms makers to invest more in R&D – 9/2

Reuters News | Andrea Shalal

WASHINGTON, Sept 2 (Reuters) - The Pentagon's chief arms buyer said on Wednesday he was "not crazy" about growing share buybacks across the weapons industry but acknowledged a dearth of new arms programs has made it difficult for companies to invest in new technologies.

Defense Undersecretary Frank Kendall said he hoped that a series of technology demonstration projects to be announced with the fiscal 2017 defense budget would motivate companies to step up internal spending on research and development projects.

"I would like to see companies make more investments in technologies for future profits, but I'm not in a position to compel them to do it," Kendall told Reuters after a speech hosted by the Professional Services Council trade group.

Kendall first raised concerns about growing share buybacks during a speech in December. He said they are eating up funding that might have gone into research in past years.

On Wednesday, Kendall said he understood that publicly traded corporations needed to generate returns for shareholders, and that budget cuts had limited the number of "new program starts," which made it difficult for them to commit to larger internal investments.

But he said he hoped several key initiatives aimed at boosting innovation through specific technology demonstration programs would motivate companies to increase R&D spending in coming years.

Kendall told industry executives that years of mandatory budget cuts had taken their toll on the Pentagon, and left the U.S. military without the technology it needs to maintain a long-standing competitive edge over potential adversaries.

He said Defense Secretary Ash Carter's initiative to reach out to technology firms in Silicon Valley, and a separate project aimed at identifying critical long-term research needs, should provide targets for increased corporate investment.

He said details about the long-term research projects would likely not be released publicly to avoid giving secrets to potential foes, although companies in the sector would be informed.

"Those programs will give industry a target to aim at," Kendall told Reuters. "If they're willing to make the investment, those are going to be competitive for the most part, and they're going to lead to the systems that follow, once we have the budgets to support them."

Kendall told executives at the event that he hoped they would relax a bit after he revised a plan to require government "sponsors" for internal research and development projects that can be billed as overhead, which had drawn sharp criticism from industry.

Gen. Mark Welsh

19. US Air Force FY17 Budget: Expect Consistency As CR Looms – 9/14

Defense News | Aaron Mehta

WASHINGTON — As the US Air Force plans out its fiscal 2017 budget, sources say to expect few deviations from last year's layout.

"Stay the course" appears to be the strategy employed by the service this year, a far cry from the dramatic program cuts and drama of two years ago. It's a choice driven by two factors: the belief that the service has made the right strategic decisions, and knowledge that inside the Pentagon, there is little room left to cut.

In an exclusive interview with Defense News, Gen. Mark Welsh, Air Force chief of staff, laid out the service's thinking as it formulates the next budget plan.

"I think the big things are that first … the demand signal is going up. Second, resources are not. Third, flexibility is going down," Welsh said. "Those three things mean that we have to set a series of logic-based, decision rules that we follow as we build a budget."

In essence, it's the same struggle Welsh has dealt with since taking office in 2012 — how to balance the needs of ongoing operations versus the needs to upgrade an aging fleet of systems.

"Wherever we can, we have to make the decision to minimize investment in old things and mission capability that we don't absolutely need today, and transfer that investment to modernization for the future because, 10 years from now, the threat and the scenario will be completely different," Welsh argued. "So we've got to figure out how we modernize this force."

Acquisitionwide, that means the service will focus on keeping on track its big, three recapitalization programs: the KC-46A Pegasus tanker, F-35A Joint Strike Fighter and Long Range Strike-Bomber (LRS-B) programs.

In addition, Welsh highlighted a number of second-tier, "next-generation" acquisition priorities, including the Combat Reseue Helicopter, T-X trainer replacement, JSTARS recapitalization, modernization for the E-3 Sentry AWACS fleet and recapitalization for the EC-130 fleet.

He added AESA radars for older jets and upgrades to the C-130 fleet, which are needed to make sure those planes can fly legally after 2020, as other priorities.

"All of those things are in our budget," Welsh said. "We've prioritized them very clearly in there, but the key to us is just modernizing."

Slight Deviations

While the overall budget plan may look very similar to last year's, there will obviously be slight variations built in.

For instance, a source said some money could come out of the LRS-B program's total without impacting the overall program, largely because the contract has yet to be awarded.

"They'll probably take some money out of the LRS-B program simply because the downselect has been delayed a bit," the source said. "It would not impact the schedule; if the downselect is delayed by a few months, they don't need that money."

Similarly, it would not be a shock if the F-35 buy was reduced by a small amount in order to fund other priorities, although Welsh said there is no formal discussion about an overall cut to the F-35 program, adding: "Anybody who knows about the Department of Defense looking at reducing a buy knows something I don't know."

One area that will likely get plussed up from last year is the space budget. Over the last year, Air Force Space Command head Gen. John Hyten has begun talking openly about the need for defensive and offensive space capabilities, a focus that sources said has the direct blessing of the White House.

One former Pentagon official with knowledge of discussions said to expect "significant investment in things that are primarily defensive in nature, with an ongoing debate within the administration about how aggressive you want to be in turning that into offense."

Much of that, of course, will be in the black budget. On the public side, the former official said to expect the service to continue to fund follow-on programs for the SBSS, SBIRS and AEHF constellations.

Expect a heavy request for munitions in the service's portion of the overseas contingency operations (OCO) fund, as well.

Munitions are "a real problem" for the service, Welsh said, given the rate they are being expended in Iraq and Syria and the lag time between when a new munitions order is placed and when it is filled.

"Typically if you drop a bomb today, it's going to take you two years from now to get the appropriation to replace it, another year or two to actually get it on the shelf," Welsh explained. "Stockpiles are down. What we tend to use to replace those stockpiles of weapons used in combat is OCO funding. ... We plan to use that to increase the munitions account this next year."

A-10 Retirement

Perhaps nothing exemplifies the challenges the Air Force has had budgetarily than the fight to retire the A-10 Warthog, the beloved close-air support platform the service is attempting to retire.

In its fiscal 2014 budget, the Air Force decided to begin retirement of the A-10, claiming it would save more than $4 billion over the next five years and free up personnel as the F-35 comes online. Defenders of the plane, however, accuse the Air Force of trying to kill off a vital piece of air protection for troops on the ground.
The Air Force hopes to retire the A-10 while focusing

The Air Force hopes to retire the A-10 while focusing on newer technologies like the F-22 Raptor, seen together in Estonia. (Photo: Tech. Sgt. Ryan Crane/US Air Force)

Driven in part by the emotional response from those ground forces, the issue exploded in Congress, eventually becoming a pet topic for a small but influential group on the Hill who have so far succeeded in blocking any attempts by the service to retire the Warthog.

Three sources familiar with the budget confirmed that the service plans to include the A-10 retirement in its FY17 budget plan.

Welsh did not specifically acknowledge that the A-10 retirement remains in the budget, but his words hint to his thinking: "Go back to our starting on a strategic-planning process — the story is consistent," he said. "It has to be. You can't keep changing the right answer. If the analysis still applies, if the priorities are still the same from the combatant commanders, and the operational analysis supports the priorities, then the answers probably won't change."

That consistency is key for the service's credibility, said Mackenzie Eaglen of the American Enterprise Institute.

The politics on the A-10 are set, Eaglen said, pointing to the fact that Senate Armed Services Chairman Sen. John McCain has championed the plane. In fact, she adds, the politics will likely be worse for the Air Force in a presidential election year, given how much of a "national level election issue" the A-10 became during the 2014 midterm.

So if the service knows it will lose the A-10 fight again this year — and Eaglen says that's the easy money to take — why fight the fight? It's about showing consistency, especially as the service has yet to regain credibility on the Hill after the fights around the Global Hawk and U-2 systems earlier in the decade, with the Air Force deciding to cut first one, then the other.

"They have to put it in the '17 budget request, because they need to have it in the '18 request, and they can't be seen as flip-floppers," she said. "They have to be consistent in asking for it again so when they come back in '18 perhaps something will have changed, either in the politics, budget or the reality of the capability argument."

Asked whether those politics are frustrating for him, Welsh demurred, saying the discussions "aren't contentious," but rather a natural part of the way budgeting is done.

"I don't think anybody on the political side of our government really wants a service chief to start factoring in politics into all of their best military advice," he noted. "We give best military advice to the White House, the Congress discusses things and makes a decision, and we move on."

CR Impact

For all the planning the service is doing, one reality hangs above its head: A familiar-looking budget may be thrust onto the service in the form of a continuing resolution (CR).

The stopgap funding measure funds the government at the previous year's level. That typically results in the services being locked into the previous year's production levels, with a pause on new starts. The Pentagon can go through the Office of Management and Budget to Congress and ask for special dispensation on certain programs, so long as the department can find the funds elsewhere and win congressional approval for its reprogramming requests.

Speaking in an exclusive TV interview with Defense News, Frank Kendall, the Pentagon acquisition head, called the idea of a yearlong CR "devastating," saying it impacts the ability to ramp up production rates on key programs.

"It would be a devastating thing for the department," Kendall said. "I understand that it is an easier route in some ways politically, but the consequences of that are very severe."

There is "nothing good" about operating under a CR, Welsh said, noting the inability to do long-term strategic budgeting under the capped levels.

"It creates a lot of work, a lot of churn and a lot of confusion for everybody involved, by the way, not just for the Air Force," he said. "It's just not a great way to do business, so nobody is a fan of CRs. Nobody."

Welsh said there are about 50 new starts that would be halted under a CR. About 75 percent of those are small ACAT III programs, but some larger programs, including plans to upgrade the B-2 bomber fleets' communications gear and a planned replacement for the UH-1N Hueys, would be frozen.

An Air Force spokeswoman added that under a CR, planned ramp-ups in procurement for programs such as the KC-46, F-35, C-130J and Expendable Evolved Launch Vehicle launches would be capped at FY15 levels.

Welsh also called out the CR as directly impacting the service's ability to replenish munitions, saying that "unless there's some specific provisions made in the CR that's produced by the Congress, [it] will limit our ability to do that."

In recent years, the Air Force has prioritized technology modernization and attempted to handle budget shortfalls with personnel cuts.

The chief did not lay out exactly what would be on the chopping block under a CR, but one source with knowledge of the budget discussions said that if sequestration returns, the modernization accounts would not be spared this time.

"The Air Force has reached its limit in what it can downsize. It can't shrink any more," the source said. "So if forced to live with sequester below that, they're going to give up some modernization."

Welsh hinted that people will be a priority in this budget cycle, saying: "We're going to prioritize delivering trained and ready airman to the joint fight, because fundamentally that is our job. You can't afford to not maximize your success in today's fight thinking about something down the road. That's the first thing we'll do."

That ties back into his comments about politics. Just as the A-10 and other retirements are controversial on the Hill, getting programs through a continuing resolution creates its own political problems.

"The demand has gone higher, and the resources have, especially if we go to CR, gone down," Welsh acknowledged. "So the pressure will mount, the decisions will get harder and they'll be more contentious. But the discussion that happens needs to be as unemotional as we can make it, as logically based as we can and as operationally well-supported as we can. That's our role."

Sec. Deborah Lee James

20. Air Force Secretary Deborah Lee James on women, drones and budget uncertainty – 10/1

Washington Post.com | Lillian Cunningham

October 1 marks the deadline for leaders of the Armed Forces to submit their recommendations on whether to open their remaining units that are currently closed to women. A week before the deadline, we sat down with U.S. Air Force Secretary Deborah Lee James to discuss the recommendation her service was planning to make, as well as additional workforce questions and challenges facing the Air Force today—including dealing with budget uncertainty, fielding intense staffing demands for drone pilots and retaining women at the mid-career level.

The conversation has been lightly edited for length and clarity.

Q. What's the biggest leadership challenge that you're facing with the Air Force today?

A. The biggest leadership challenge that we're facing is, in tough budget environments like we have today in Washington, getting the resources that we need in order to accomplish the missions that the president and that the American people expect us to accomplish. And we have to take care of our people. We need the readiness, meaning the equipment and the training, and we need to modernize for tomorrow. And of course we need to do all this very efficiently.

Q. How does budgeting uncertainty affect the decision-making you have in front of you?

A. The budget uncertainty in Washington is a real killer for the Department of Defense. It causes us to have to plan different programs in a variety of ways, because we don't know how much money we'll have—and we don't know when we will know.

In many ways, the budget uncertainty is even worse for the people in the Air Force who are around the country and around the world doing our missions, because they don't know about their level of pay. And they don't know about the level of what we call "end strength," our total number of people.

Q. What recommendation are you making to Defense Secretary Ash Carter about opening up units to women?

A. We have at the present six positions, six career fields, which are closed to women. They all relate to our special operations team. They're all very physically demanding positions, and they all demand a great deal of mental acuity. So over the last couple of years now we have been looking at putting in place and developing gender neutral, operationally relevant standards. And the idea is once we have in place these standards, we would like to open up these six positions to women.

So what does that mean? "Gender neutral" means the same standard for men and women, and we will not lower standards. The standards for these positions must be high. "Operationally relevant" means that the standards will directly relate to the job at hand. There will not be standards of physical strength in the abstract, rather physical strength that directly relates to the job.

I will be forwarding a recommendation that says we are prepared to open up these positions. We believe we have the correct standards in place.

Q. How has your recommendation, and the idea of opening these remaining units to women, been received throughout the Air Force?

A. As we've been proceeding over the last two years and working on this project, I have heard a great deal of enthusiasm. I also have heard, however, some concerns, some pushback.

The pushback that I have heard is in the minority, but it relates to whether the introduction of women into these career fields will hurt the camaraderie, hurt the readiness of the forces. Will women be able to accomplish the mission?

The vast majority of people with whom I have spoken absolutely are in agreement that women have done many jobs through the decades that perhaps we never dreamed possible. Certainly if a woman can do these new jobs, they ought to have the opportunity to compete.

Q. What do you see as the biggest remaining barrier for women in the services?

A. I think there are a number of barriers that we can overcome with time—and to the extent that we can provide some additional flexibility. As a general proposition, we do a pretty good job of bringing young women into the Air Force, both on the officer and the enlisted side. Where we're not so good is that we are losing twice as many women as men at the mid-career point. We've brought in this fantastic talent, and we've trained them and given them a certain amount of development, but we're not holding on to enough of them. Attacking that problem is our top priority.

We have put in place very recently a series of initiatives that are designed to retain more women and to develop them so that they can rise through the leadership ranks. Unlike in the private sector, we cannot hire in a brand new four-star general. It doesn't work that way. A general has to grow through the ranks and that takes 25, 30 years, so you have to start early and keep at it.

Q. What are some of the key factors right now that are leading to that big retention problem?

A. Women tell me that they are concerned about matters of work-life balance. They are concerned about how they can start families and have a demanding career in the military, which may include deployments overseas and family separations anywhere from six months to a year.

So, first of all, we're looking at more mentoring programs, with women who have gone through it and managed that sort of work-life balance. We're also increasingly doing a better job of being able to station a military couple together at the same duty location whenever possible, in order to keep those families together and have less family separations.

Q. The U.S. Air Force is one of the biggest energy consumers in the world. What's the way forward on that, and do you see it as your leadership responsibility to cut that footprint?

A. You're right. We do consume a lot of energy, and we spend a lot of money on energy. And of course, I have three top priorities, one of which is—particularly in these tight budgetary times—we have to make every dollar count and we have to make sure that we're being efficient in all ways.

We have a number of initiatives for how to conserve energy, how to negotiate better electricity deals, how to do some creative things with clean energy. We're working on our military bases to conserve energy. We're also looking at alternative means of delivering fuel and the types of energy that are required for our aircraft.

Q. What about all the staffing and workforce challenges you've had around drone pilots? There have been concerns about how much these positions are understaffed and overworked. How are you working through that?

A. The field of remotely piloted aircraft or RPA, as we call them, is one of our most important career areas. This capability is something that our combatant commanders all across the globe want more of, and the demand for these services has gone up and up and up. The difficulty has been that our ability to attract, then train, then put more and more pilots toward this career field has not kept up with that increasing demand.

In fact, we've had to take instructors out of our schoolhouse in order to put them on operational missions, for example, targeted at the Middle East. But if you take your instructors out of the schoolhouse, you can't train other people. So we have been unable to catch up with this growing demand signal.

We've introduced a number of steps to kick it up a notch, so that we catch up with this very important mission and provide more of these pilots. We're increasing the financial incentives to keep those pilots with us and not leave our Air Force. We're going to call more on our National Guard and reserve pilots to help us. We may use some additional contractor support, particularly in the training environment, in the schoolhouse, so that we can train more of these pilots going forward.

I want to say that this is one of the most demanding career fields that we have in our Air Force. These pilots are flying three times the number of hours that those pilots who are operating manned aircraft fly, and it is a stressful situation. So it is very important to me that we increase the number of pilots through these different mechanisms and ease some of the strain on the existing Air Force.

Q. What's your sense of how morale is within the Air Force right now?

A. I think morale overall is good, but the uncertainty that people feel is a negative aspect—not knowing how much money we'll have, not knowing when we'll know, having to plan different ways of doing things and going right down to the wire until some degree of certainty comes to us. We just have to do better in Washington at eliminating some of that uncertainty.

Many Americans don't realize that today our Air Force is the smallest in terms of numbers that it has been since our inception in the year 1947. And yet our operational missions around the world have gone through the roof. Whether you're talking about the air war against ISIL in the Middle East or humanitarian assistance in the wake of the Nepal earthquake or Ebola in Africa, the United States Air Force is at the forefront of whatever is going on. We have fewer people and more missions, which means people are deploying more and that becomes a stresser to our force.

Q. You have held leadership roles in both the private and public sector in Washington. What's one major insight you've gained over your career about how Washington works, or doesn't work?

A. I have learned that the magic, the positive of Washington is when you can blend successfully good policy with good politics. It is disheartening to me to see the politics part of this become so increasingly difficult, as we have seen in recent years. We have repeatedly failed to put together the type of coalition that we need in order to pass good policy measures, which is why we continually lurch toward government shutdowns. Congress doesn't get their authorization or appropriation bills passed on time, which of course reverberates to those in the military and gives us all this tremendous uncertainty.

Q. Do you feel a real difference today from the Washington you entered two decades ago, three decades ago?

A. I definitely feel the difference. It's most unfortunate.

Q. What do you think the biggest challenge will be for the person in your position as secretary 10 years from now?

A. Ten years from now, we must be a more modern Air Force. We are living off of equipment, aircraft and other platforms that are 25, 35, even 50 years old in some cases. This can't go on forever. We have to buy new, and we have to keep advancing the ball on technology so that we stay ahead of our potential adversaries around the world.

Ten years from now, I also predict that we will be much more of a multi-domain Air Force. By that I mean we will get better and better at synchronizing our activities in the air with those of the cyber world and with capabilities in space—so we are not really an air force, we are an aerospace force.

Q. What leadership skills have you worked harder to personally develop?

A. I believe great leaders lead from their position of strength, meaning they do what they do well and they are not afraid to surround themselves with other great leaders who are their partners, who can contribute in ways that they are less strong.

So for example, I have strength and experience in business and in budgets. I also served in the Pentagon earlier in my career, so I know how things happen and don't happen in the Pentagon and on Capitol Hill. These are some of my strengths.

But I have never served in combat, so I am surrounded by people who have, so they can bring that experience to the table and help me to make informed decisions. I am also not a technical person by way of background, so I surround myself with people who do deeply understand the types of technology to take us into the future.

Q. What has been key to your own career success?

A. My No. 1 lesson learned is be prepared to zigzag. Be flexible. Life will always throw you curveballs, both personally and professionally, just be prepared to zigzag when that happens.

Q. What's a career or leadership lesson that you learned the hard way?

A. Early in my life—and through college, graduate school—my dream was I wanted to be in the State Department. And I thought, as a young person, I had done all of the right things. So at the age of 23, I moved to Washington and applied to the State Department, but for whatever reason, I was not accepted.

For about four days, I crashed. I was depressed. I remember crying a lot. I thought my young life was over, and I had wasted everything. But, on the fifth day, I had to get up. I had to apply elsewhere, and so I applied and got a job with the Department of the Army as my first job out of graduate school. It was not my heart's desire, but it was a job and I was grateful for it.

A few months down the pike, the most remarkable thing started happening: I was extremely interested in these important, national issues that I now had the opportunity to work on, I had a great boss who turned out to be a wonderful mentor to me in my life, I had colleagues who were fun and took an interest in me.

From that point forward, one thing led to the next and led to the next. And 34 years later, I look back and I'm so grateful that the State Department didn't take me back then—because I couldn't imagine that my career could have been more fulfilling. I've had the best career ever in defense, and it all started with what felt like a complete failure.

21. Air Force secretary: Personnel need more training to meet high-end threats - 9/29

AirForceTimes.com | Phillip Swarts

Half of the combat Air Forces are "not sufficiently ready" for a high-end fight against an opponent with strong air defenses, said Air Force Secretary Deborah Lee James, adding that the Pentagon needs to emphasize training to make sure all airmen are prepared should an engagement arise.

"A high-end fight is the type of fight where the enemy on the ground can interfere with you, can shoot you down," James said Tuesday evening. "A high-end fight is a fight where you might go up against integrated air defenses and surface-to-air missiles. We have not been tested in the real world for such a fight for quite some time."

Speaking at an event hosted by Bloomberg Government, James said she believes the Air Force has made good investments in technology and equipment to prepare for such a fight, including fifth generation fighters like the F-35 and F-22.

But in recent years, the Air Force's mission has been focused on close-air support and bombing terrorist targets with little aerial resistance. James said she believes training is suffering as a result, and that more investment needs to be made in preparing pilots and maintainers for any type of engagement — including those against nations who possess more advanced air defenses than al-Qaida or the Islamic State group.

The secretary said it was "very worrisome" that she is hearing from combatant commanders that many airmen are under-trained for an engagement against a target with hardened aerial defenses.

Indeed, many members of the Air Force have joined since Sept. 11, 2001, and have known few operations other than the service's missions in Afghanistan, Iraq and Syria.

James said airmen need more training, but that the current high operational tempo is preventing that.

"You have to free up your people to get away from the work of today and you've got to get them through this training pipeline," she said. "This is the part where we have simply not been able to free them up in sufficient numbers. They're so dog-gone busy in the Middle East or the Pacific or doing the reassurance in Europe."

An increase in end-strength could certainly help address personnel and training issues, the secretary said, but that's at risk if Congress fails to pass a budget or only passes a continuing resolution that would fund the Pentagon at FY 2015 levels.

James said she believes a shutdown has been averted but "wouldn't necessarily bet the farm on it, yet."

"Every time I think I have it figured out, there is some new twist, some new development," said James, who spent 10 years working as a staffer for the House Armed Services Committee.

22. Air Force secretary warns against a CR – 9/14

POLITICO | Austin Wright

Air Force Secretary Deborah Lee James warned Congress today that a long-term continuing spending resolution would be "even worse than sequestration," explaining it would prevent the launch of new-start programs and "interfere with our modernization efforts."

Not to mention it would fund the military at a lower level than mandated under the Budget Control Act of 2011.

"We really need our Congress to pass a full-up appropriation and authorization bill by Oct. 1 or as soon as possible," James said at the Air Force Association's annual Air and Space Conference at National Harbor in Maryland.

Her warning comes as Congress heads toward the end of the fiscal year with no clear plan for funding the Pentagon and other federal agencies after this month. It's likely lawmakers will seek to pass a short-term CR, but there's a chance of a government shutdown fueled by conservative anger over Planned Parenthood.

Meanwhile, Democrats and Republicans remain divided on the larger issue of overall discretionary spending levels for next fiscal year, leaving it an open question whether the Pentagon will get a full appropriations bill.

James also said the service this week will publish a new Air Force Future Operating Concept, which will blend cyber, space and air in "new and creative ways."

And she announced a pilot program to speed up acquisition programs using a "should-schedule" model that she said would be similar to the "should-cost" approach used now. Under "should cost," the Air Force and its contractors are rewarded when products are delivered under what was projected.

23. Plan to add airmen at risk – 9/7

AirForceTimes.com | Jeff Schogol

The Air Force's plan to add roughly 4,000 active-duty airmen next fiscal year could be nixed if Congress passes a yearlong stop-gap spending bill, said Air Force Secretary Deborah Lee James.

The service's active-duty end strength currently stands at 308,016, according to the Air Force Personnel Center's website. Since fiscal 2006, the Air Force has shed 53,000 airmen, of whom 44,000 were active-duty airmen.

James and Chief of Staff Gen. Mark Welsh have acknowledged that the end strength cuts have left the Air Force too small, and that is why the service's proposed fiscal 2016 budget would increase active-duty end strength from this year's planned level of 312,980 to 317,000.

But that plan is in jeopardy because Congress is considering passing a continuing resolution, which would fund the government at fiscal 2015 spending levels for all of fiscal 2016. Meanwhile, Congress has not lifted the sequestration cuts to defense spending that went into effect in 2013.

"A full-year CR [continuing resolution] would provide for our Air Force, really for our military, even less money than the sequestration-level budget would provide," James told reporters Aug. 24.

Around 50 new-start programs are also at risk if the Pentagon is forced to operate under a continuing resolution, James and Welsh warned. Some of those programs would be small scale, James said, but a CR would undoubtedly impede such programs as the service's new T-X trainer or JSTARS fleet.

It will also hurt existing programs that are ramping up, Welsh said.

"We do have quantity increases scheduled in '16 in aircraft procurement, like the KC-46, F-35, C-130 multiyear program, and a few other things," he said. "Those would go away under a year-long CR. The quantity increases would not be allowable. There is a big impact."

Congress had granted the military services a temporary relief from sequestration, but those budget cuts are slated to return next fiscal year unless lawmakers take action. In February, the Air Force warned that it may have to cut a total of 10,000 active-duty, Air National Guard and Air Force Reserve airmen under sequestration spending levels.

"Further reductions would leave us with a team that has an incomplete roster, that is too small to meet a demanding schedule, and allows little time to practice and provides no down time," Maj. Gen. James Martin, Air Force deputy assistant secretary for budget, said at a Feb. 2 news briefing. "Our airmen deserve better than that."

Asked at the Aug. 24 briefing if the Air Force would have to cut end strength if Congress passes a yearlong continuing resolution, James said, "I don't believe so," but she could not rule it out entirely.

"We would be stressing the importance of not taking this out of our people," James said. "But ... we'd be significantly down in terms of our dollars of where we need to be, and so everything would have to be looked at. I, for one, would argue against end-strength reductions, but we certainly wouldn't get the increases."

Personnel cuts have left the Air Force vastly undermanned, with airmen frequently having to work more than 12-hour days to keep pace with the workload. Congress has refused to approve the Defense Department's request to close unused military bases, preventing the Air Force from being able to consolidate the small force that it has.

Lawmakers have until Sept. 30 to pass appropriations bills for the next fiscal year. When Congress returns from recess, other issues, such as efforts to de-fund Planned Parenthood and a possible government shutdown, are expected to drown out any legislation related to defense spending.

Under a yearlong continuing resolution, the Air Force would be "stuck in many, many ways," James said.

"Which is why, once again, we are calling upon Congress to lift sequestration and get us these bills as quickly as possible," she said.

24. Air Force braces for effects of possible continuing resolution – 8/28

Inside the Air Force | Courtney McBride

In their first joint press briefing in seven months, Air Force Secretary Deborah Lee James and Chief of Staff Gen. Mark Welsh addressed the potential adverse implications a stopgap funding measure for the upcoming fiscal year would have on the service's programs and planning.

While the Pentagon comptroller's office, in a May 22 memo, sought information from the service agencies on the programs that could be harmed by a six-month continuing resolution, James on Monday raised the specter of a yearlong CR.

"We estimate, rough order of magnitude, that there might be as many as 50 programs, many of them smaller programs, but nonetheless 50 programs, that would fall under that category of a new start, which could not be done under a full-year CR," she noted. "A full-year CR would provide for our Air Force -- really, for our military -- even less money than the sequestration-level budget would provide. So, all around, that would be a bad deal, and we need to get the full-up appropriation and a full-up authorization passed at roughly the president's budget level. That's what we need."

Asked about the possibility of end-strength reductions under a CR, the secretary noted that the Air Force has "requested end-strength increases" in fiscal year 2016 which would be impermissible under a stopgap measure. James emphasized

her personal opposition to end-strength reductions, but noted that the Air Force would be "significantly down in terms of our dollars, and so everything would have to be looked at."

From a procurement perspective, Welsh noted scheduled FY-16 "quantity increases" in aircraft including the KC-46 tanker, the F-35 Joint Strike fighter, and the C-130, among others, all of which "would go away under a yearlong CR."

In the midst of preparing for a possible CR, James noted that the service is also putting together its budget request for FY-17. "We're in the process of pulling all that together right now; we're in the process of having discussions with [the Office of the Secretary of Defense] about a variety of our programs -- as is the Army and the Navy -- and this culminates toward the end of the year with the budget submission for next year. . . . We're in the midst of all that right now."

25. Air Force says dozens of programs, requested troop increase are in jeopardy under CR – 8/26

Federal News Radio | Jared Serbu

The Air Force says the continuing resolution that's becoming increasingly likely for the fiscal 2016 budget would halt progress on dozens of acquisition programs and would probably force it to cancel plans to build its military workforce in certain key areas.

With just a little over a month to go before the start of 2016, it's appearing less and less likely that Congress will agree on a new budget before the year begins, let alone one that President Barack Obama would be willing to sign.

Most federal budget observers believe it's almost certain that Defense Department and the rest of the government will be operating under a continuing resolution for at least part of 2016, meaning agencies will get the same amount of money they received in 2015 and the authorizations for the same programs they're building this year — not any new ones.

"We estimate there might be as many as 50 programs — many of them smaller programs — but nonetheless 50 programs that would fall under the category of a new start which could not be done under a continuing resolution, especially if it lasted an entire year," said Deborah Lee James, the secretary of the Air Force. "The other important point is that a full-year CR would provide even less money than the sequestration-level budget. We need to get the full-up appropriation and the full-up authorization passed at roughly the President's budget level."

The Defense sequestration caps for 2016 are set in current law at $499 billion for the overall Pentagon budget — modestly higher than the $496 billion dollar cap set for 2015. But within the Air Force's share of the budget, a continuing resolution would mean less money in 2016 than in 2015.

The reduction would come at a time when the service is trying to increase its overall end strength from 483,000 to 492,000 airmen after having concluded it has taken far too many cuts in the personnel portion of its budget over the past decade and after it's promised to hold the line on further cutbacks.

"Under a full-year CR, I believe we would not be able to increase our end strength and we would be stuck in many, many ways," James said. "Whatever happens, we're stressing the importance of not taking this out of our people. But we'd be significantly down in terms of our dollars. Everything would have to be looked at. I would argue against end-strength reductions, but we certainly wouldn't get the increases we need."

Among the areas in which the Air Force believes it needs more people are operators of unmanned aircraft, a cadre that's undermanned and overworked, service officials say. The Air Force already has asked Congress for more funding to bolster its full-time intelligence, surveillance and reconnaissance (ISR) workforce along with a short-term proposal that would let some of those missions be partially-filled by contract personnel.

But those contractors would not be allowed to perform functions such as targeting enemy forces or firing upon them, said Gen. Mark Welsh, the Air Force chief of staff.

"We have used contractors in the intelligence business and in the ISR business for a long time," Welsh said. "This is not a new concept and what we're doing doesn't require new approvals. What we're talking about doing is expanding the use of contractors to actually operate government-owned systems for the near term until we can get our training pipeline mature enough that it can sustain the load over time."

Welsh said the effects of a continuing resolution would implicate not only new acquisition programs but also incremental additions to weapons system portfolios the Air Force already owns.

"We do have quantity increases scheduled in 2016 and aircraft procurements, like the KC-46, the F-35, the C-130 multi-year program and a few other things. Those would go away under a year-long CR," he said.

And over the longer-term, he said the Air Force needs some sense of budget stability and the freedom to retire platforms it feels are no longer affordable because of a combination of budget constraints and the investments it's trying to make in new technologies that could deal with 21st century enemies, including a forthcoming long-range bomber to replace the B-52 and B-2 aircraft.

Part of that argument rings back to case the service has been making to Congress about manpower requirements: For example, Air Force officials say they cannot afford enough aircraft maintainers to service the forthcoming F-35 — scheduled to reach its initial operating capability next year and full operating capability in 2021 — if its limited pool of maintenance and logistics personnel also are assigned to keep a complement of A-10 jets in the current inventory.

Welsh, a former A-10 pilot, characterized the plane as mostly suitable for "low-threat" environments such as the recent wars in Iraq and Afghanistan, while also saying his service already has too few planes in its inventory to meet global combatant commanders' demands.

"We're at the point today where we have trouble having enough functioning aircraft to keep our air crews trained. This is not a new problem. We have four fleets of airplanes that are over 50 years old," he said. "The idea that we would run a Formula One or NASCAR race with a car built in 1962 is ridiculous, but we're going to war with airplanes built in 1962. We have got to modernize the Air Force. It's just an imperative."

26. Budget may cause Air Force to postpone programs, not hire 4,000 airmen – 8/25

Stars and Stripes | Barrie Barber

The Air Force would be forced to postpone dozens of programs and not add 4,000 airmen to its ranks if federal lawmakers fail to pass a defense spending bill and keep funding where it is now for the next year, top-ranked leaders said Monday.

"If we don't get a budget, it's going to affect lots and lots of programs," Secretary of the Air Force Deborah Lees James said Monday at a State of the Air Force press conference with Gen. Mark Welsh, the service branch's chief of staff.

Without a spending bill, as many as 50 programs might be affected, James said. Those cross the spectrum of fighter, bomber and cargo plane modifications to launch dates for satellites, the Air Force said.

The military branch also hoped to add more airmen to bulk up areas such as cyber and nuclear forces. It would argue to avoid cuts to personnel, but James said everything would be on the table if the budget doesn't rise.

Congress has an Oct. 1 deadline to pass a defense spending bill, the date the 2016 fiscal year begins and sequestration, or automatic spending reductions, would return under the Budget Control Act of 2011.

If congressional leaders vote to keep spending levels consistent with this year rather than pass a new spending bill, the Air Force could buy no more F-35 Joint Strike Fighters and upgraded C-130 transport planes next fiscal year than it did this year, Welsh said at the press conference, live-streamed from the Pentagon.

The need to modernize the Air Force was "imperative," he said.

"We're at the point where we have trouble having enough funding and aircraft to keep our air crews trained," Welsh said.

"The idea that we would run a Formula One or a NASCAR race with a car built in 1962 is ridiculous," the four-star general added. "But we're going to war with airplanes built in 1962. We have got to modernize the Air Force."

James also announced Air Force civilian employees for the first time will be able to file both restricted and unrestricted reports with sexual assault response coordinators at bases around the world.

Before the change, only civilian employees stationed overseas, and their dependents age 18 or older, could use sexual assault response coordinators services if they filed an unrestricted report, according to the Air Force.

An unrestricted report allows for prosecution of an alleged perpetrator. Restricted reports place an assault on file, but do not seek prosecution.

Don Christensen, president of the advocacy group Protect Our Defenders and a former Air Force chief prosecutor, said in a statement to this newspaper the military had "ignored the plight of thousands of civilians who are victimized every year."

"They have failed to include civilians in their survey of sexual assault," he added. "It took (New York Democratic) Senator (Kirsten) Gillibrand's extraordinary effort to overcome the Pentagon's unwillingness to disclose assaults on individual bases. It is high time they took this one step towards transparency and support for victims, but more needs to be done."

27. Air Force can't increase end strength if Congress dithers on budget – 8/25

AirForceTimes.com | Jeff Schogol

The Air Force's plan to add roughly 4,000 active-duty airmen next fiscal year could be nixed if Congress passes a yearlong stop-gap spending bill, said Air Force Secretary Deborah Lee James.

The service's active-duty end strength currently stands at 308,016, according to the Air Force Personnel Center's website. Since fiscal 2006, the Air Force has shed 53,000 airmen, of whom 44,000 were active-duty airmen.

James and Chief of Staff Gen. Mark Welsh have acknowledged that the end-strength cuts have left the Air Force too small, and that is why the service's proposed fiscal 2016 budget would increase active-duty end strength from this year's planned level of 312,980 to 317,000.

But that plan is in jeopardy because Congress is considering passing a continuing resolution, which would fund the government at fiscal 2015 spending levels for all of fiscal 2016. Meanwhile, Congress has not lifted the sequestration cuts to defense spending that went into effect in 2013.

"A full-year CR [continuing resolution] would provide for our Air Force, really for our military, even less money than the sequestration-level budget would provide," James told reporters on Monday.

Congress had granted the military services a temporary relief from sequestration, but those budget cuts are slated to return next fiscal year unless lawmakers take action. In February, the Air Force warned that it may have to cut a total of 10,000 active-duty, Air National Guard and Air Force Reserve airmen under sequestration spending levels.

"Further reductions would leave us with a team that has an incomplete roster, that is too small to meet a demanding schedule, and allows little time to practice and provides no down time," Maj. Gen. James Martin, Air Force deputy assistant secretary for budget, said at a Feb. 2 news briefing. "Our airmen deserve better than that."

Asked at Monday's briefing if the Air Force would have to cut end strength if Congress passes a yearlong continuing resolution, James said, "I don't believe so," but she could not rule it out entirely.

"We would be stressing the importance of not taking this out of our people," James said. "But ... we'd be significantly down in terms of our dollars of where we need to be, and so everything would have to be looked at. I, for one, would argue against end-strength reductions, but we certainly wouldn't get the increases."

Personnel cuts have left the Air Force vastly undermanned, with airmen frequently having to work more than 12-hour days to keep pace with the workload. Congress has refused to approve the Defense Department's request to close unused military bases, preventing the Air Force from being able to consolidate the small force that it has.

Lawmakers have until Sept. 30 to pass appropriations bills for next fiscal year. When Congress returns from recess next month, other issues, such as efforts to de-fund Planned Parenthood and a possible government shutdown, are expected to drown out any legislation related to defense spending.

Under a yearlong continuing resolution, the Air Force would be "stuck in many, many ways," James said.

"Which is why, once again, we are calling upon Congress to lift sequestration and get us these bills as quickly as possible," she said.

Air Force active-duty end-strength fluctuations since its inception in 1947:

1947: 305,827

1955: 959,946

2006: 352,620

2015: 312,980 planned

2016: 317,000 requested

28. US Air Force: 50 New Starts at Risk Under CR – 8/25

AirForceTimes.com | Aaron Mehta

Around 50 new start programs for the US Air Force are at risk if the Pentagon is forced to operate under a continuing resolution, the service's top officials warned Monday.

Secretary Deborah Lee James and Gen. Mark Welsh, Air Force chief of staff, warned that a long-term continuing resolution would severely hamstring the service at a time when it is attempting to simultaneously recapitalize multiple fleets and maintain training and end strength among airmen.

The continuing resolution, or CR, has been used as a short-term budget measure to fund the government at the previous year's funding levels when a budget agreement cannot be reached. Under a year-long continuing resolution, the Pentagon would wind up with $35 billion less than it requested, according to an analysis by former Pentagon Comptroller Bob Hale.

The use of a CR for the first quarter of a new budget year has become commonplace in recent years, but sources tell Defense News that Congress is mulling a full-year CR, which would place dramatic tensions on the Pentagon. In particular, the CR does not allow new start programs unless the service can reach a waiver agreement, a complicated process.

James said the service is estimating "a rough order of magnitude there may be as many as 50 programs … that would fall under a category for new starts, which could not be done under a full-year CR."

Some of those programs would be small scale, she noted, but a CR would undoubtedly impact such programs as the service's new T-X trainer or JSTARS fleet.

"A full-year CR would provide for our Air Force, really our military, even less money than the sequestration budget would provide," James explained. "So all around that would be a bad deal and we have to get the full-up appropriation and the full-up authorization passed at roughly the president's budget level."

It will also impact existing programs that are ramping up, Welsh noted.

"We do have quantity increases scheduled in '16 in aircraft procurement, like the KC-46, F-35, C-130 multiyear program, and a few other things," he said. "Those would go away under a year-long CR. The quantity increases would not be allowable. There is a big impact."

Asked whether the Air Force would consider personnel reductions in the face of a CR, James said the goal is to avoid such an impact. However, she did not flatly rule out such a move.

"We would be significantly down in terms of our dollars … so everything would have to be looked at," James said.

One program that would not suffer under a CR? The service's next-generation bomber, the Long Range Strike-Bomber program.

James explained that because the LRSB has already had some work done — much of it in the "black" budget — it would not count as a new start, and hence would not be halted by a CR.

29. Secretary talks future of Air Force on eve of academy graduation – 5/27

The Gazette | Tom Roeder

Air Force Secretary Deborah Lee James says cadets graduating from the Air Force Academy Thursday should expect to spend their careers in troubled world.

"Twenty years from now, the world will continue to be a messy and complicated place," James said Wednesday, a day before she was scheduled to give the commencement address to the academy class of 2015. Graduation is set for 9:30 a.m. in Falcon Stadium.

The secretary, who took her post in 2013, is working to restructure the Air Force and pry money out of Congress to ready the service to face that future.

"It's a world where technology will continue to change at a dazzling pace," she said.

James, a former top executive with defense contractor SAIC, doesn't discuss the future in terms of the next gee-whiz weaponry airmen will control.

"I'm too young to remember George Jetson," she joked.

Instead, James said she wants the Air Force of the future to be led by quick-thinking airman who can rapidly adapt to change. She also wants the demographics of those airmen to more accurately reflect the country they defend - with more women and minorities in the ranks.

Cadets, she said, are well-positioned for that future.

"They will be leaders of what I project will be a more diverse Air Force across the board," she said.

Getting to that future means dealing with financial worries plaguing the Pentagon today, she said. James wants Congress to remove the threat of sequestration-driven budget cuts that could carve $500 billion from military spending over a

decade. She also wants more cash for Air Force programs, including a $1 billion annual hike in space spending for five years.

"We need to keep that technological advantage," James said.

But administration efforts to increase defense spending have faced slow going in Congress, where Pentagon budget bills remained mired in political wrangling. Final approval of defense spending measures could be months away.

James, though, doesn't want cadets worrying about the Pentagon's bottom line. Instead, she wants them to focus on a future where the Air Force's role in computer warfare and satellite technology is just as important as fighter jets.

"It's all of those domains," she said, noting the military's increasing reliance on space and computer networks to fight modern wars.

That means the cadets who graduate Thursday will need tactics and technologies during their careers that haven't been imagined yet.

"I will be challenging the cadets to lead us into that future," James said.

30. Air Force chief warns $10B in cuts looming ; Top civilian leader warns of new round of sequestration – 3/27

Dayton Daily News | Barrie Barber

The return of sequestration would impact "every part" of the Air Force while the service branch has called for an end to downsizing the number of airmen in ranks and pushes to restore readiness and modernize an aging fleet, the service branch's top civilian leader said.

In an exclusive interview Thursday with the Dayton Daily News, Secretary of the Air Force Deborah Lee James said sequester-imposed spending caps may cut $10 billion from the budget the Air Force wants.

The secretary toured Wright-Patterson Air Force Base and addressed more than 200 Air Force Institute of Technology graduates and more than 1,000 others gathered at a ceremony Thursday night at the National Museum of the U.S. Air Force.

"Ten billion is a big chunk of money and it would mean every part of our Air Force would be touched in some way," she said in an interview. "It's impossible to predict what that means for Wright- Patterson," but it could strike programs like advanced engine research and raise the potential for a return of furloughs, she said.

In 2013, thousands of civil service workers were sent home for days at Wright-Patterson because of furloughs officials blamed on sequestration. Without action from Washington, the automatic cuts are due to return in October, the start of the 2016 fiscal year.

"I certainly will be a strong vote that (furloughs) will not remain on the table, but of course this is now in the hands of Congress," she said. "We're working with Congress actively to try and get our point across. But I think those furloughs were very devastating, disturbing, really had a bad impact on morale of our civilian workforce and I think we should not return to that."

In her speech to AFIT graduates, James said they will confront the challenge of fiscal austerity and defense cuts, new global adversaries like the Islamic State, a resurgent Russia in Ukraine, a rising China in the Asia-Pacific region and uncertainty in the geopolitical world.

"Confronting and overcoming challenges is our collective responsibility," she said.

In an interview with this newspaper, James called for an end to the downsizing of the number of airmen in the Air Force, now the smallest since its inception in 1947 at around 310,000 active-duty uniform personnel. The service branch has proposed a "slight increase" in the number of active-duty, Reserve and Air National Guard airmen.

"We should go no lower and enough is enough when it comes to downsizing," she said.

The Air Force has prioritized modernizing aircraft and nuclear forces, investing in cyber and space operations, science and technology development, and training and readiness, while it emphasizes "making every dollar count," she said.

spending Headquarters cuts

On Wednesday, U.S. Sen. John McCain, chairman of the Senate Armed Services Committee, released a March 24 letter addressed to James that criticized the Air Force for not meeting a Defense Department directive that called on each service branch to reduce spending at headquarters by 20 percent and to strive for a goal of a 20 percent reduction in government civilian staff.

The Arizona Republican senator said the Air Force had "pursued a shell game" that moved money to fund the same positions relocated elsewhere in the Air Force, such as re-designating the Air Force Intelligence, Surveillance and Reconnaissance Agency the 25th Air Force and setting up a new Installation and Mission Support Center. He urged the service branch to reduce headquarters civilian staffs.

James said Thursday the Air Force had achieved in one year rather than the five allowed in the directive a 20 percent spending reduction at headquarters. "And the key word there is spending because of course, with our debt, our deficit, what we're all trying to do is become more efficient and save money," she said. "The way we did that was a combination of things."

Those measures impacted both civilian employees and contractors and reassigned some military personnel from administrative tasks to other military missions, she said.

" were a actions that we took in order to achieve these savings," she said. "So what we're going to do is offer some additional briefings to try to clarify this on Capitol Hill."

The secretary backed a new round of Base Realignment and Closure to shed excess infrastructure. One Air Force official recently said in testimony to Congress the Air Force had 30 percent more infrastructure than it needed.

"We do have excess capacity and the fact that we are paying money to maintain that capacity means that money can't be spent on people, and readiness and modernization so we would prefer to free up those dollars and put them toward more important uses," James said.

Force rely more on the Reserve and Air National Guard in the future. It has sent more F-15C Eagle fighters to the Air National Guard, more cyber operations in the Reserve and moved additional space-oriented missions to both sister branches, she said.

"We're big believers, we're total force people, so I think you're going to see more of that in the future," she said.

take F-35 - ready off? for

James acknowledged the F-35 Joint Strike Fighter has had "ups and downs" in its long development history, but defended the need for the fifth-generation fighter. It costs more than original estimates and has struggled to meet production deadlines.

"I'll say at the outset that it is a leap ahead of anything that we've ever had before," she said. "It's a capability that we very much need for our Air Force, but it's had a difficult history."

Even so, she said, the aircraft has trended toward lower costs and noted international partners in the program have driven down costs while increasing quantities. She said despite setbacks with computer software, the Air Force is on track to field the aircraft in late 2016.

The Air Force expects to select a builder for the next generation bomber this spring or summer. The research and development costs of the Long Range Strike Bomber will likely be a cost-plus incentive contract, meaning if the winning contractor doesn't meet milestones, profit will "erode, erode, erode," she said.

A procurement contract would be a "firm-fixed price" per unit, she said. The Air Force has targeted a $550 million per aircraft price tag, but critics have doubted the figure will hold.

James and Gen. Mark Welsh, the Air Force's top general, have rolled out several initiatives to recruit and retain more women and minorities. They range from drawing more enlisted airmen into the officer corps to allowing airmen to take a three-year break in service.

Women in particular tend to leave the Air Force at twice the levels of men at mid-career, she said.

"I'm not satisfied with respect to where we are in our Air Force with respect to diversity," she said. "I'm one who thinks there's been a lot of progress made, but we can do better."

On the issue of sexual assault, James said the increase in reports in recent years demonstrated airmen were more comfortable in reporting the crime. At the same time, she said although reports -- which may document incidents that occurred in previous years

-- have climbed, the number of annual incidents has dropped year to year most recently. Exact incident annual numbers were not immediately available Thursday, but reports of sexual assaults rose from 648 in fiscal 2011 to 1,328 in the last fiscal year, figures show.

training to prevent retaliation directed at victims who report assaults, James said. About two thirds of airmen who report being victimized say they experience signs of retaliation from peers, she said.

31. Sequestration cuts put American lives in danger, military chiefs say - 3/18

The Washington Times | Jacqueline Klimas

Military service chiefs warned Tuesday that American lives will be at greater risk if lawmakers refuse to lift the sequestration cuts set to take full effect in fiscal 2016, reiterating concerns that top defense lawmakers say they already take seriously.

But many say the message is getting to the wrong audience. White House Armed Services Committee members are on board with undoing the cuts, but they say other members of Congress don't understand the seriousness of the effects on national security and don't see an urgent need to boost defense spending.

The top uniformed and civilian leaders in the military told members of Congress that while they understand budgets are tight, they can no longer do more with less and any further cuts will effect the country's national security.

"I believe sequestration is going to place American lives at greater risk both at home and abroad," Air Force Secretary Deborah James said at a House Armed Services Committee hearing.

Even if lawmakers provide relief from sequestration in fiscal 2016, it will take the services time to recover from years of reduced training and modernization. Gen. Mark A. Welsh III, chief of staff of the Air Force, said it will take eight to 10 years to return the Air Force to full readiness. Navy Secretary Ray Mabus said it will take until 2018 to catch up on delayed maintenance on ships and an additional two years to perform all maintenance on aircraft that had been put off.

Army Secretary John M. McHugh said that the world has gotten more dangerous in the past year as service members faced threats from Yemen to the Islamic State to the fight against Ebola. Sequestration, he said, is the "enemy here at home" that could mean a dangerous future for the Army if it's not repealed.

"Our requirements have been more unexpected, our enemies more unpredictable and our ability to handle multiple simultaneous situations more uncertain," he said.

The president's budget request for fiscal 2016 asks for $561 billion in base defense spending, which is $38 billion more than the sequestration budget caps. While lawmakers have provided some relief from the across-the-board cuts in recent years, they are set to go back into full effect next year if lawmakers cannot find a compromise.

Rep. Mac Thornberry, Texas Republican and chair of the House Armed Services Committee, said Monday that the defense budget should not be lower than $566 billion and leaders of the Senate Armed Services Committee have proposed a fiscal 2016 base defense budget of $577 billion.

The House budget released Tuesday keeps the sequestration cuts in place but funds the Defense Department above the president's requested level with a portion of the funding coming from an overseas contingency operations fund, not the base budget. Because that limits what officials can use that money for, service leaders said that solution isn't ideal, but it's better than dealing with less money.

Rep. Michael Turner, Ohio Republican, urged the defense leaders to speak plainly about the disastrous effects of sequestration, noting that members who don't serve on defense committees as well as the American public don't understand the true impact that words like readiness have on American troops' lives.

"We can lose, people will die and people will be injured," Mr. Turner said.

Mr. McHugh said the services may be partly to blame for painting a bleak picture of what would happen under sequestration and then managing to stretch dollars to maintain national security in spite of the cuts.

"In part we're victims of our own success. We came to Congress before sequestration passed and predicted the effects," he said. "Against the odds, all the services managed the unmanageable."

Ms. James said that the fiscal 2016 budget request calls for the gradual retirement of the A-10 fleet as well as slowing the growth of military compensation to make the best use of limited resources — two initiatives that Congress has prevented in the past.

"We know these are not popular," she said. "Keep in mind, if you don't like these choices, hold on to your hats, because under sequestration it gets uglier and uglier and uglier."

Mr. McHugh said that if the cuts are not repealed, by 2019 the Army will have to cut its end strength to "unconscionable levels."

Mr. McHugh said the debate on sequestration is also effecting retention and recruitment as those eligible for military service hesitate to put their lives in danger for an organization with such fiscal uncertainty.

"While they want to stick with us, it becomes more and more challenging to do that," he said. "They're very worried about how this may turn out."

Sec. McHugh

32. Army secretary offers sequester warning – 9/15

The Hill | Rebecca Kheel

If the sequester returns, the Army may not be able to respond to future, unforeseen threats, Army Secretary John McHugh asserted Tuesday.

McHugh argued that the ceilings on government spending put into place for a decade by the 2011 Budget Control Act are cramping the military, and that they should be lifted.

McHugh made his remarks during a conversation at the American Enterprise Institute about the future of the Army as he prepares to depart his role by November.

The Obama administration has called for ending the sequester. For the last two fiscal years, the Pentagon has had relief from the spending reductions because of a separate congressional spending bill, but the ceilings are set to return in fiscal year 2016.

"If sequestration returns – any meaningful budget reduction in addition to that which we're trying to manage right now – or that next unforeseen thing of any dimension comes forward, we're in a very, very bad place," McHugh said Tuesday.

"I've testified, if either of those occur, let alone both, somebody's going to have to tell us to stop doing something, and frankly as I look at the world right now, I'm not sure what that would be."

To McHugh, the most important focus of the Army going forward will be readiness. Readiness, he said, includes modernization such as reactive armor, robotics, unmanned aerial vehicles and energy programs.

"These are absolutely critical things no matter what the enemy may look like, whatever the enemy may come from," he said. "So we try to be smarter. But our readiness continues to be a concern for me."

The Army's readiness stands at about 32 to 33 percent, McHugh said. That's sustainable now, he said, but not likely into the future.

One difficulty in getting the necessary funding, McHugh said, is getting lawmakers outside of the House and Senate Armed Services committees to understand the Army's needs.

"We are very, very confident and comfortable with the posture of our oversight committees," said McHugh. "If all we have to do was get our committees to act, whether it was repealing (the Budget Control Act) or some other measure, we'd be in far better shape. But that's not how this democracy works."

33. Military officials say US readiness affected by budget cuts – 3/17

AP | Deb Riechmann

WASHINGTON (AP) — Top military officials told Congress on Tuesday that the readiness of the armed services is being threatened by across-the-board spending cuts and warned of significant reductions if there is no relief.

"We're mortgaging the future to barely meet today's needs, and that's really my concern," said Gen. Raymond Odierno, chief of staff of the Army, told the House Armed Services Committee. "We are doing everything we can just to meet the commitments that we have today, which are not overwhelming commitments. They are just basic commitments that we have to sustain normal security.

"We are mortgaging our modernization. We are mortgaging our readiness," Odierno said. "So if something bigger happens, we will not be able to respond in the way people are used to us responding."

As they testified, House Republicans unveiled a $3.8 trillion budget plan for next year that effectively breaks tight budget limits on military spending. The plan by Budget Committee Chairman Tom Price, R-Ga., proposes to increase the Pentagon and State Department budget by padding an account, which is not subject to the automatic cuts known as sequestration.

The Budget Committee seeks more than $90 billion for that Overseas Contingency Operations account — $36 billion above the $58 billion President Barack Obama requested for fiscal 2016.

The committee called for $534 billion for the Pentagon's core budget. That's far below the $577 billion the House Armed Services Committee thought it should include.

The military chiefs said that while they want more funding any way they can get it, they expressed concern that there is not enough flexibility in the Overseas Contingeney Operations account to spend the money in ways to offset recent downsizing in the services.

Secretary of the Army John McHugh said sequestration must end this year. McHugh said that if it doesn't, "every installation, every component, and nearly every program will feel the brunt of these cuts."

"Under sequestration, by 2019, we will reduce our end-strength to unconscionable levels, likely losing another six Brigade Combat Teams and potentially a division headquarters, not to mention the impact to associated enablers, contracts, facilities and civilian personnel," McHugh said.

Secretary of the Air Force Deborah Lee James said today's Air Force is the smallest and oldest it has ever been. She said the U.S. Air Force today cannot respond in one corner of the world without diluting its presence elsewhere. "I just hope and pray it doesn't take a catastrophe in this country to wake up," she said.

Secretary of the Navy Ray Mabus said the U.S. fleet on 9/11 stood at 316 ships. By 2008, it had declined to 278 ships, but now is on track to be above 300 again by the end of the decade.

"Cutting ships is the most damaging and least reversible course of action," Mabus said, urging Congress to follow the Navy's watchword, "Don't give up the ship."

34. Army leader sticks to mantra of reserves as 'operationalized' force – 3/2

Inside the Army | Sebastian Sprenger

The Army strives to preserve the historically high readiness level of its reserve formations even as the service prepares for the possibility of reduced defense spending, according to Army Secretary John McHugh.

"From a conceptual perspective, we are committed to maintaining the operationalized reserve," McHugh said at a Feb. 25 breakfast with reporters in Washington. He added the service would move to "maintain the battle skills" of Guard and Reserve units sent to support active Army troops during the wars in Iraq and Afghanistan.

McHugh's comments come at a time when all three components -- active Army, Guard and Reserve -- have seen their end strengths reduced because of a change in U.S. military strategy and budget reductions. So far most of the personnel cuts have fallen on the active portion of the service, which could eventually see its ranks shrink from 500,000 soldiers or so currently to 420,000 if sequestration cuts are triggered in the years ahead.

McHugh acknowledged that setting aside sufficient funding to keep the reserves ready for deployment in such a scenario would be difficult. "This all gets harder in this budget environment, it's not any different than the active component and the things we're facing there," he said.

National Guard lobbyists have argued that budget-driven personnel cuts should lead decision makers to tilt the makeup of the Army in favor of the reserve components, drawing opposition from service leaders. Additionally, an Army plan to cut costs by stripping the Guard of its Apache attack helicopters has soured relations.

According to McHugh, recent intra-service disagreements are "largely focused on one issue," the Aviation Restructure Initiative. "Beyond that, the AC and the RC are one Army," he said, using shorthand for active component and reserve component.

Next up in sorting out the particulars will be the congressionally mandated Commission on the Future of the Army. The balance of active-duty and reserve troops, and the costs associated with it, is expected to be a major thrust in the group's deliberations.

The panel of eight independent experts, which have yet to be named, is expected to begin work next month. The executive branch is afforded four appointments, the chairmen and ranking members of the House and Senate Armed Services committees each get one.

Pentagon leaders opposed creation of the commission in testimony before lawmakers last year. And while McHugh vowed full cooperation with the group, he reiterated his skepticism to reporters last week.

"The concern that we've had, and the reason that we opposed the commission initially, was that these are very snapshot-type exercises, and for all the expertise and goodwill that commission members bring, they can't possibly have the depth of analysis available to them that the military services, and in our case the Army, have that led us to make the decisions we did," McHugh said.

Experts watching the issue say the makeup of the commission could be an indicator of how the panel will approach the politically charged topic. "We're waiting to see the membership," McHugh said. Army spokesman Matthew Bourke said the service has sent a list of proposed candidates to the Office of the Secretary of Defense for consideration. On the list were "former OSD and Army senior civilian leaders and former senior soldiers from all Army components," the spokesman wrote in a statement for this article.

Adm. Greenert

35. INTERVIEW-US Navy chief sees Pentagon plan for funding new submarines – 9/3

Reuters News | Andrea Shalal

WASHINGTON, Sept 3 (Reuters) - U.S. Chief of Naval Operations Admiral Jonathan Greenert on Thursday said he was hopeful the Pentagon would submit a comprehensive, longer-term plan for funding a new nuclear-armed submarine as part of its fiscal 2017 budget proposal.

Greenert, in an interview with Reuters, said Defense Secretary Ash Carter and Deputy Defense Secretary Robert Work were fully engaged in the issue, which must also be vetted with the White House Office of Management and Budget.

Navy officials have been pushing Pentagon leaders to free up extra funding for a project valued at over $80 billion, given the broader scope of the strategic nuclear deterrent. Making the Navy fund a replacement for the current Ohio-class submarines solely out of its own budget would drain funding needed for other warships and aircraft, they say.

Greenert said he was not certain how the new submarine would be funded, but everyone involved realized that the department needed to map out a coherent plan that went beyond the five-year plan usually submitted with the budget proposal.

"We're in a much better place than we were a year ago," he said. "It has the secretary of defense and deputy secretary's attention that ... we will have to have a strategy, a clearly laid plan, as to how we're going to deal with this."

He said he was also hopeful, but less confident, that the department would complete a comprehensive plan for funding three key nuclear weapons programs - a new nuclear-armed submarine, a new long-range strike bomber, and new intercontinental ballistic missiles - by early next year.

Frank Kendall, the Pentagon's chief arms buyer, told industry executives on Wednesday that the Defense Department recognized it had "no choice" but to fund all three programs, but would need a larger overall budget to do so.

The Navy is already funding early design work on the new submarines and expects to put a first vessel under contract in fiscal 2021, he said.

General Dynamics Corp's Electric Boat shipyard, which built the current Ohio-class submarines, is the lead contractor on the design effort.

Newport News Shipbuilding, a unit of Huntington Ingalls Industries Inc, which is teamed with General Dynamics to build Virginia-class submarines, also hopes to play a big role in the program.

Greenert said the Navy had not yet decided how to divy up the work between the two companies, but he favored an arrangement similar to that used for the Virginia-class program, which is delivering submarines below cost and ahead of schedule.

"We need to leverage the strengths of each of these builders as we go ahead," Greenert said, saying he would not favor shifting to a single provider for the new submarine. Britain is also working on the missile compartment for the new subs.

The two companies submitted a joint proposal to the Navy earlier this year in which they detailed a teaming agreement for work on the new submarines. Officials at both companies declined comment on the specifics of that proposal. (Reporting by Andrea Shalal; Editing by Leslie Adler)

Gen. Odierno

36. Odierno: Sequester would threaten readiness vs. Russia – 8/12

POLITICO | Philip Ewing

Barely half of the Army's brigades are fully ready to confront the type of "hybrid warfare" threat posed by Russia — and the potential return of sequestration would hurt progress in preparing the units it wants to be ready, Army chief Gen. Ray Odierno warned today.

About 33 percent of the Army's brigades are qualified to operate at the high level needed for a major threat that combines conventional military tactics, covert operations, cyber and even social media offensives, he told reporters at the Pentagon. The Army's goal is for at least 60 percent of its force to reach that level.

The retiring general said the Army has spent about the past 18 months re-focusing on "hybrid war" following a decade of emphasis on counterinsurgency strategy for the wars in Iraq and Afghanistan. Odierno, who said he concurred with other defense leaders that Russia now represents the biggest security threat to the U.S., said he worried that a return to sequestration would harm those efforts.

"If, all of a sudden, sequestration comes back in 2016, that will have an impact on that," he warned. "That's one of the concerns I have."

Gen. Dan Allyn

37. Army vice chief warns 40,000-troop cut would be much deeper under continued sequestration – 7/9

POLITICO | Jen Judson

Army Vice Chief of Staff Gen. Dan Allyn warned this morning the Army's impending 40,000-troop cut planned over the next two years would be 30,000 troops deeper if Congress doesn't end sequestration.

"These aren't cuts the Army wants to make, these are cuts required by the budget environment in which we operate," Allyn said at an Association of the U.S. Army conference in Arlington, Virginia.

The Army plans to cut 40,000 troops, ending with a 450,000-soldier active force by the end of fiscal 2017.

"If Congress does not eliminate sequestration when they come back in October this year, we will face another 30,000-soldier cut in the active force — and at that force level we will no longer be capable of fulfilling our responsibilities in accordance with the national security strategy. So, that is the real challenge that we face in the near term," Allyn said.

The Army's senior leaders will make a formal announcement on how they plan to reduce the force over the next few years "shortly," he said.

Capt. Davis

38. Lawmakers, AUSA Warn of Defense Risks to Cutting 40,000 Soldiers – 7/9

Military.com | Richard Sisk

The Army's top advocacy group and prominent Republican lawmakers warned Wednesday that the plan to cut 40,000 soldiers and reduce the Army's strength to 450,000 over two years posed an unacceptable risk to the nation and would devastate the economies of communities near bases.

"There is no doubt that communities will suffer under these reductions," retired Army Lt. Gen. Guy C. Swan III, vice president of the Association of the U.S. Army, said in a statement.

"Beyond the local economic impact, AUSA is on record as stating that an active component force of less than 490,000 presents unacceptable risks to America's ability to protect our interests worldwide," Swan said.

"Risks will be exacerbated by cutting to 450,000 active soldiers," Swan said, and "things could get worse. If sequestration continues to the end of the decade, the active Army could drop to as low as 420,000 soldiers. At this level, the Army could not meet the demands of the current defense strategic guidance."

The Army confirmed Tuesday that a plan was in the works to cut 40,000 active duty troops and 17,000 civilian jobs by 2017 to reduce the active duty force from 490,000 to 450,000 if the cost-cutting sequestration limits in the 2011 Budget Control Act passed by Congress were continued. In the worst case scenario, the force would be reduced to 420,000 by 2019, the Army said.

At a Pentagon briefing Wednesday, Navy Capt. Jeff Davis, a Pentagon spokesman, said the projected cuts for the Army were "what we have talked about since the (defense) budget was rolled out in February." He referred questions on specifics to the Army, which was expected to provide details possibly as early as Thursday.

One of the effects of the troop reduction was believed to be a proposal to convert brigade combat teams at some bases from a current strength of about 4,000 to battalion-sized levels of about 1,050.

In his statement for AUSA, Swan also warned of the potential political fallout from the troops cuts, although a force of 450,000 likely "sounds sufficient" to the general public.

However, "significant reductions at local bases will get some attention, certainly by members of Congress who have constituents there. Our hope is that the announcement of these reductions will be enough to change course, but that is an open question at this point."

The proposed cuts have already caught the attention of top Republicans in Congress, who sought to put the blame for the projected force reduction on President Obama and his threatened veto of the National Defense Authorization Act over sequestration.

"Planned reductions in Army force levels have been public for some time and are a result of hundreds of billions of dollars in defense cuts since President Obama took office," Rep. Mac Thornberry, chairman of the House Armed Services Committee, said in a statement.

"People who believe the world is safer, that we can do with less defense spending and 40,000 fewer soldiers, will take this as good news. I am not one of those people," Thornberry said.

In a separate statement, Sen. John McCain, chairman of the Senate Armed Services Committee, said: "With global instability only increasing, and with just 33 percent of the Army's brigade combat teams ready for deployment and decisive operations, there is simply no strategic basis to cut Army force structure below the pre-9/11 level of 490,000."

"The Army's plan to cut 40,000 troops from its ranks is another dangerous consequence of budget-driven strategy" from the White House, McCain said.

Cdr. Bill Urban

39. DOD Preps FY-16 'Anomalies' as Congress Stares Down Budget Stalemate – 8/3

Inside the Navy | Tony Bertuca

All the military services have responded to a call from the Pentagon comptroller's office seeking lists of acquisition programs that would be adversely affected should Congress remain mired in budgetary gridlock and pass only a stopgap spending measure, according to Cmdr. Bill Urban, a Defense Department spokesman.

The Pentagon intends to use the list of programs, or "anomalies," to seek exceptions to the stopgap measure, known as a continuing resolution (CR), which would prohibit the start of new programs and bar increased production rates for existing systems, according to a May 22 memo from the DOD comptroller's office previously reported by InsideDefense.com.

The possibility of a CR grows more likely with each passing day. The House is already in its summer recess and the Senate is expected to follow this week. A CR will have to be passed to fund government beginning Oct. 1 if some kind of budget deal is not reached to lift sequestration spending caps when Congress returns in September. Just how long the CR will last remains open to question.

The Pentagon comptroller's office has requested that all services begin planning for a six-month CR.

"We will ask the Office of Management and Budget to work with the Congress to include necessary legislative anomalies in CR funding bills until enactment of the DOD and military construction acts for FY-16," according to the May 22 memo. "The purpose of this memorandum is to ensure that we identify proposed anomalies for lapsing legal authorities, new starts, and production rate increases for an FY-16 CR lasting six months."

Todd Harrison, a defense budget analyst with the Center for Strategic and Budgetary Assessments, said the Air Force's long-range strike bomber and the F-35 Joint Strike Fighter are good candidates for anomaly status.

"The anomalies are things that would not be allowed to occur under a CR; LRS-B is a good example because that is a new program where funding is supposed to ramp up in FY-16, and under a CR that would not be allowed," he said. "F-35 is another example because the production rate is supposed to increase in FY-16 but that would not be allowed under a CR. So they are putting together a list of problems that Congress would need to fix if they give DOD a long-term CR. These things can be fixed by Congress passing a bill that allows DOD to start new programs, ramp up production, etc."

Frank Kendall, the Pentagon's acquisition chief, said last week that a year-long CR for FY-16, which would only fund government at FY-15 levels, would be as disastrous for DOD as sticking to the sequestration caps themselves because it would provide the department $40 billion less than it has requested for FY-16.

"We've asked for almost $40 billion more than sequestration allows in '16; '16 is not resolved; it's not close to being resolved and I don't know when it will be resolved or if it will," he said during a July 28 speech in Tysons Corner, VA.

"We could conceivably have a continuing resolution for the next year, which by the way, would keep us at the '15 level, which is almost identical to the sequestration level, so almost as bad," he continued. "Plus, we can't do new-starts under a continuing resolution. So, we really have to get out of the trap."

Harrison, however, noted that a year-long CR has not occurred in recent memory.

"A full year CR for DOD would be unprecedented in modern budget history," he said. "As far back as I have been able to trace, DOD has never gone an entire year under a CR. But that doesn't mean it can't happen."

Harrison noted that a CR at FY-15 levels would provide DOD a base budget of $496 billion, which is just under the $499 billion sequester budget cap for FY-16.

"That's important because it means a CR would not trigger a sequester by breaching the budget caps," he said.

The Pentagon, however, has requested $539 billion in base budget spending for FY-16.

A CR for DOD's supplemental overseas contingency operations funding, however, would mean $64 billion in OCO, rather than the $51 billion requested in FY-16, or $13 billion higher.

"So in total, DOD would have $547 billion under a CR at FY-15 levels, compared to a total of $585 billion requested for FY-16," Harrison said.

At the heart of the congressional impasse is the FY-16 budget being offered by the Republican majority, which would appropriate an additional $38 billion for defense above sequestration-level spending caps through a maneuver that has drawn the opposition of Democrats and veto threats from the White House because it would not lift the caps across the whole government.

Laicie Heeley, a defense budget analyst with the Stimson Center, thinks a CR is all but certain.

"The likelihood of a CR is high, and even a year-long CR doesn't seem outside the realm of possibility," she said. "Members aren't looking any more ready now than they were a few months ago to tackle the big issues. We'll see if that changes in the fall. It may be that the political environment is just too intense right now to allow for a budget deal that raises the caps for both defense and non-defense."

Harrison thinks fiscal conservatives in the GOP are likely to remain steadfast in their refusal to support any legislation that raises the spending caps for any government agency other than DOD. "I have heard Republicans talking about a full year CR as a backup plan in case they can't get the appropriations bill passed with the extra OCO funding like they want," he said. "They are staying firm about not raising the budget caps."

The Pentagon's current anomaly strategy doesn't plan for a CR spending measure to extend beyond the first quarter of the fiscal year, which ends Dec. 31. However, "to prevent the remote possibility of a longer CR, we are asking for anomalies that might be required through March 31, 2016," according to the May 22 memo to the services.

Kendall, DOD's acquisition chief, pointed out during his July 28 speech that Chinese defense spending continues to climb while Congress debates sequestration.

"While China's budget is going up 10 percent a year, we're sitting here arguing over sequestration and flat at best," he said.

From: Lewis, Ronald LTG SD
To: "Ashton Carter"; (b)(6)
Cc: SecDef (b)
Subject: check (b)(5) when able
Date: Sunday, October 04, 2015 5:55:45 PM

From: Rosenbach, Eric HON SD
To: (b)(6) Lewis, Ronald LTG SD
Cc: SecDef (b)(6)
Subject: RE: Testimony
Date: Sunday, October 04, 2015 5:16:33 PM

Sir: info will be ready to send tomorrow.
Eric

Eric Rosenbach
Chief of Staff
(b)(6)

---- Original Message ----

From: Ashton Carter (b)(6)
Date: October 4, 2015, 5:14 PM EDT
To: Lewis, Ronald LTG SD (b)(6) Rosenbach, Eric HON SD (b)(6)
CC: SecDef (b)(6)
Subject: Fwd: Testimony

Guys -- did we do this? Ash

Sent from my iPad

Begin forwarded message:

> From: Robert Gates (b)(6)
> Date: October 1, 2015 at 10:23:37 AM EDT
> To: Ash Carter (b)(6)
> Subject: Testimony
>
> Ash,
>
> For the first time since I retired, I have agreed to testify (solo) before SASC on defense reform, budgets, Goldwater-Nichols, etc. The date is October 21st.
>
> I will push back hard on the notion of giving the services more acquisition authority vs OSD, and intend to go after Congress hammer and tongs on the consequences of CRs, sequestration, blocking facilities closures and parochialism.
>
> (b)(6) is preparing a first draft based on my outline, but I have a request of you. Is there someone in public affairs who could send me the following: the number of years we have not gotten a defense appropriation by the beginning of the fiscal year, the number of years we have had CRs for some part of a year, and the number of years there have been full year CRs. Also, public statements by you and other Department officials citing specific consequences of CRs and sequestration.

All I'm looking for is some help in gathering unclassified facts to make my points more telling.

I see the hearing as an opportunity to help, maybe made more powerful by being the only time I will have testified since leaving.

Let me know what you think.

Bob

Sent from my iPhone

From: (b)(6)
To:
Subject: Re: Documents
Date: Saturday, October 03, 2015 2:50:33 PM

Sir,

We have additional documents ready to be delivered at your convenience.

V/R,

(b)(6)
Personal Security Officer
Office of the Secretary of Defense
Pentagon, Washington D.C.
Cell: (b)(6)
Office (b)(6)
Email:
SIPR:

---- Original Message ----

From: Ashton Carter (b)(6)
Date: October 3, 2015, 11:47 EDT
To: (b)(6)
Subject: Re: Documents

Please do

Sent from my iPad

> On Oct 3, 2015, at 11:38 AM, (b)(6) wrote:
>
>
> Sir,
>
> The additional documents are available for delivery. I can bring them down when it's convenient for you.
>
>
> V/R,
>
> (b)(6)
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
> Cell: (b)(6)
> Office: (b)(6)
> Email:
> SIPR:

(b)(6)

(b)(6)

(b)(6)

(b)(6)

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: SecDef (b)(6)
Subject: Fwd: DASD RUE
Date: Friday, October 02, 2015 8:27:44 AM
Attachments: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: October 1, 2015 at 8:05:08 AM EDT
To: (b)(6)
Cc:
Subject: DASD RUE

Ash,

I hope this message finds you doing very well.

I write in the event that you have not yet decided how to replace (b)(6) I have spent a great deal of time (b)(6) working on the ground to help them reform their defense institutions.

I have also been doing this kind of work (b)(6) so I have a good sense of things in (b)(6) (b)(6) I have been out (b)(6) (b)(6) and seen the area of the fighting and feel like I have a good sense of things on the ground in that country. I am also working on a (b)(6)

(b)(6)

(b)(6) But I would also consider it a great honor and opportunity to be of any help to you, if I could.

Given my experience in recent years, I thought I would just let you know I'm here and have the full support of my family to consider the option, were it to become a possibility.

You are doing a phenomenal job as SECDEF.

My CV is attached.

(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: Fwd: TPP
Date: Friday, September 25, 2015 1:06:22 PM

---------- Forwarded message ----------
From: (b)(6)
Date: Tue, Apr 7, 2015 at 7:11 AM
Subject: Fwd: TPP
To: Ash Carter (b)(6) "Ashton (Ash) B. Carter" (b)(6)

Hi Ash
Weird
Forwarding my email
(b)(6)

(b)(6)
Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: April 6, 2015 at 7:37:46 PM EDT
> To: Ash Carter (b)(6)
> Subject: TPP
>
> Hi Ash
> Bravo for speaking up for the Trans Pacific deal!!
> I hope you are holding up.
> Having lunch with Tom in Boston on Thursday.
>
> Keep up the great work.
>
> (b)(6)
> Sent from my iPhone

From:	Ashton Carter
To:	Rosenbach, Eric HON SD
Subject:	FW: ME
Date:	Friday, September 25, 2015 12:46:40 PM

From: (b)(6)
Subject: Re: ME
To: (b)(6)
Date: Wed, 8 Jul 2015 19:06:40 -0600

Copy. Will call you over wknd. Tnx Sally

Sent from my iPhone

On Jul 8, 2015, at 6:58 PM, Sally Donnelly (b)(6) wrote:

Ash,

Greetings from (sunny) London. I am seeing some people, including (b)(6) (who you met for breakfast in DC) on a variety of things including the Duke of Westminster's project for a state-of-the-art facility for wounded vets from UK and its allies, called the Defense and National Rehabilitation Center. The DNCR breaks ground this summer and is teaming with a GCC-backed medical university in the ME.

Anyway, the Cameron government, as you well know, is rejiggering its ME view and (b)(6) is consulting with some in govt, so we shared some ideas.

Which got me thinking....about CENTCOM. I am thinking about what you/the USG needs from the next commander. And those thoughts might lead to opening the aperture.

(b)(5)

(b)(5)

Have some ideas for people.
Sally

From: Ashton Carter
To: Rosenbach, Eric HON SD
Subject: FW: Thoughts
Date: Friday, September 25, 2015 12:46:16 PM

(b)(5)

From: (b)(6)
Subject: Re: Thoughts
Date: Mon, 13 Jul 2015 06:10:35 -0400
To: (b)(6)

Tnx

Sent from my iPad

On Jul 13, 2015, at 1:14 AM, (b)(6) wrote:

(b)(5)

Sally Donnelly
CEO
SBD Advisors
1747 Pennsylvania Ave NW
Washington, DC 20006
(b)(6) (office)
(cell)

From: Ashton Carter
To: Rosenbach, Eric HON SD
Subject: FW: Squeezing in
Date: Friday, September 25, 2015 12:45:31 PM

From: (b)(6)
Subject: Re: Squeezing in
Date: Tue, 14 Jul 2015 17:16:18 -0400
To: (b)(6)
CC:

Important thoughts, brother, and very welcome. Look forward to seeing you. Ash

Sent from my iPhone

On Jul 14, 2015, at 1:00 PM, (b)(6) wrote:

Private

Memorandum

To: Ash Carter

Cc: Eric Rosenbach

From: (b)(6)

Date: July 14, 2015

Subject: Squeezing in

You said to send notes to you directly to get your schedules to squeeze me in. Your life is always way overcommitted—as goes with the job. So I am happy to be flexible. I am in town tomorrow and Thursday (at the meeting of the TRAC you put me on) but available whenever you have a break—if you do.

With the Iran agreement, you will have a key role in making the case to Congress. I have a number of suggestions on that front. (b)(5)

(b)(5)

(b)(5)

(b)(5)

As staff is filling your dance card in Israel, (b)(5)

(b)(5)

Grist for your mill.

If you can squeeze me in, great.

From: Ashton Carter
To: Rosenbach, Eric HON SD
Subject: FW: TPs for 1230 (b)(6)
Date: Friday, September 25, 2015 12:44:23 PM
Attachments: 150717 (b)(5) Call Sheet (Revised) v2.docx
ATT00001.htm

From: (b)(6)
Subject: Fwd: TPs for 1230 (b)(6)
Date: Sat, 18 Jul 2015 12:14:05 -0400
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: "Lewis, Ronald LTG SD" (b)(6)
Date: July 18, 2015 at 11:49:30 AM EDT
To: 'Ashton Carter' (b)(6)
Cc: SecDef (b)(6) Ron Lewis (b)(6)
Subject: TPs for 1230 (b)(6)

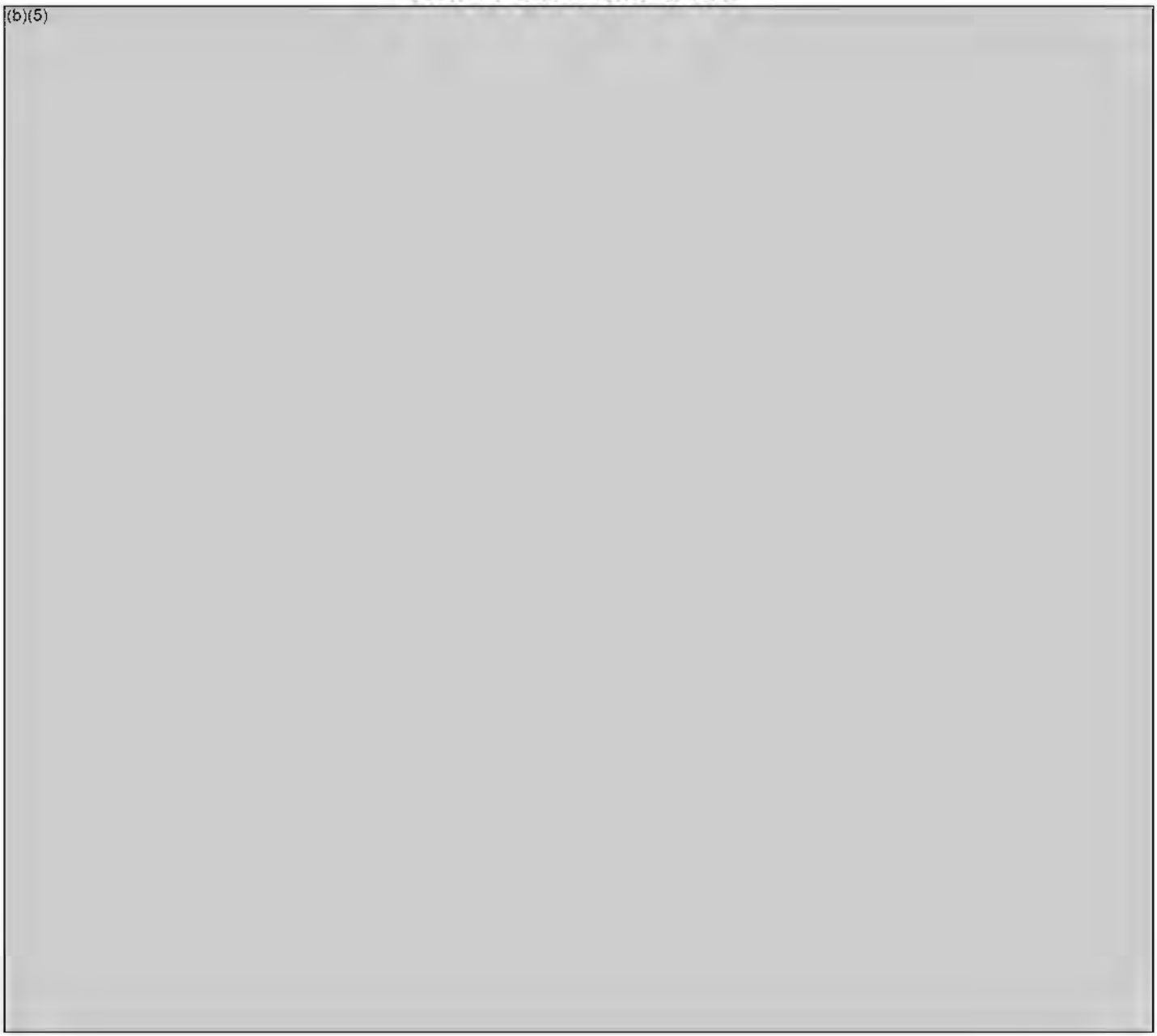
(b)(5)

(b)(5)

(b)(5)



(b)(5)



From:	Philip Zelikow
To:	Lewis, Ronald LTG SD; Ash (b)(6) Carter
Subject:	Followup from your invitation at the DPB meeting
Date:	Thursday, September 24, 2015 6:39:00 PM

Ash,

I'm following up on your repeated invitation for us to suggest ways we can be helpful. At least a few of us (Jim Jones, Jim Jeffrey, and me) talked about this at the last meeting. We then talked again after this recent meeting about our continuing readiness to take you up on this.

We, and maybe others too, are willing to do some significant work to help you between meetings, along the lines you have seen in other defense boards and as other boards — like the PIAB. The turnover in the chiefs and coming turnover in CoComs does create an interesting transition moment.

As possible topics, I'll mention two:

1. The Syria/ISIS/Iraq issue complex. I know this also very much interests Jim Jeffrey and Jim Jones and Michele. Perhaps others. (b)(5)

(b)(5)

2. Basic drivers of US force posture. Don't know if this is as interesting to others (b)(5)

(b)(5)

I'm happy to raise these matters through John Hamre, as the chair. But either of these would oblige the DPB to work in ways it has not worked in a long time. So .... Anyway, if you're interested, also glad to discuss possible tactics/procedures.

Philip

From: (b)(6)
To: SecDe (b)(6)
Cc:
Subject: Table for (b)(5) Dinner tomorrow
Date: Thursday, September 24, 2015 6:24:42 PM

Ashton Carter
Stephanie Carter
John Ficklin
Patrice Ficklin
Catherine Novelli
David Apol
Strobe Talbott
Barbara Ascher
Brent Scowcroft
LYU Luhua

From: Ashton Carter
To: (b)(6)
Subject: TEST
Date: Thursday, September 24, 2015 12:01:36 PM

Testing auto forward...

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW:(b)(5)
Date: Thursday, September 24, 2015 11:58:16 AM

From:(b)(6)
Subject: Fwd:(b)(5)
Date: Wed, 23 Sep 2015 09:31:58 -0400
CC:(b)(6)
To:

Sent from my iPhone

Begin forwarded message:

From: SASAE KENICHIRO (b)(6)
Date: September 22, 2015 at 9:59:52 PM EDT
To:(b)(6)
Subject:(b)(5)

Dear Ash,

(b)(5)

Ken Sasae
Ambassador of Japan

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: More dox
Date: Thursday, September 24, 2015 11:57:18 AM

> From: (b)(6)
> Subject: More dox
> Date: Sun, 13 Sep 2015 17:40:25 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)
Subject: FW: (b)(5) Have more dox too
Date: Thursday, September 24, 2015 11:57:12 AM

> From: (b)(6)
> Subject: (b)(5) Have more dox too
> Date: Sun, 13 Sep 2015 19:54:57 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Thank You
Date: Thursday, September 24, 2015 11:56:24 AM

> From: (b)(6)
> Subject: Re: Thank You
> Date: Fri, 18 Sep 2015 22:52:20 -0400
> To: (b)(6)
>
> Once on the team, always on the team
>
> Sent from my iPad
>
> > On Sep 18, 2015, at 7:32 PM, (b)(6) wrote:
> >
> > Sir,
> >
> > I just wanted to say thank you for taking a little time out of your day today for me to stop by... I know how busy you are. I appreciate it, and please pass my best to Mrs. Carter.
> >
> > V/R
> > (b)(6)
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: catch up later today
Date: Thursday, September 24, 2015 11:55:46 AM

From: (b)(6)
Subject: Re: catch up later today
Date: Sun, 20 Sep 2015 09:34:29 -0400
To: (b)(6)

Just called your cell

Sent from my iPhone

On Sep 20, 2015, at 7:46 AM, Lewis, Ronald LTG SD (b)(6) wrote:

Morning sir. Hope you and Steph had a good Saturday. Let me know when there is a good time to catch up today. Looks like our second class made it in last night. I'll send some specifics via the control room. Need to catch up with you on the product GEN Dempsey wrote and you read on Friday morning.

(b)(5)

VR
Ron

LTG Ron Lewis
SMA to SecDef
(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: thank you does not beign to cover it...
Date: Thursday, September 24, 2015 11:55:16 AM

Subject: Re: thank you does not beign to cover it...
From: (b)(6)
CC: (b)(6)
Date: Tue, 22 Sep 2015 07:50:58 -0400
To: (b)(6)

I thank YOU Sheryl for your inspiration. It is easy to fall in behind the strong and persuasive way you help me make the case. I learned a lot. I will make sure (b)(6) follows up with (b)(6)

I am so pleased that this gives you some happiness. I wish you strength every day.

Please call me Ash. Yours, Ash

Sent from my iPhone

On Sep 21, 2015, at 9:00 PM, Sheryl Sandberg (b)(6) wrote:

Secretary Carter,

Thank you for an unforgettable day at the Pentagon. This is by far one of the most special moments in Lean In's history and I am so grateful for your courage, your passion for change, and most of all, for your leadership on these issues. Thank you for inspiring me and for taking such meaningful action to show that women are mission-critical to our armed forces.

Your commitment to creating a force as diverse as the nation it serves is something that will change our military — and our culture overall. So many women told me today how grateful they are that you are so engaged on the topic and so supportive of them. During the meeting you gave every woman the comfort to be candid and share her story, which made a truly powerful difference. I could see how deeply they appreciate your leadership — and so do I.

I truly believe that together, we are making the world a bit more equal. I am looking forward to keeping the momentum going, and my team will follow up with (b)(6) about some recommendations and ways to continue to support women in the military. (b)(6) copied here, can also help to onboard new Circles. I am also here to help — privately or publicly — any way I can.

(b)(5) this partnership is one of the things that has kept me going and given me a sense of purpose. I could not be more grateful.

My very best,

Sheryl

sheryl sandberg | chief operating officer | facebook

1 hacker way | menlo park, ca | 94025

(b)(6)

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Got msg
Date: Thursday, September 24, 2015 11:55:15 AM

> From: (b)(6)
> Subject: Got msg
> Date: Sun, 20 Sep 2015 18:54:06 -0400
> CC: (b)(6)
> To:
>
> What I read (b)(5)
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Speech
Date: Thursday, September 24, 2015 11:52:58 AM

> From: (b)(6)
> Subject: Re: Speech
> Date: Tue, 8 Sep 2015 19:24:39 -0400
> To: (b)(6)
>
> In a few (b)(5)
>
> Sent from my iPhone
>
> > On Sep 8, 2015, at 7:23 PM, (b)(6) wrote:
> >
> > Sir, there is a speech for your review. May I bring it you now.
> >
> > V/R
> >
> > (b)(6)
> > Personal Security Officer
> > Office of the Secretary of Defense
> > Pentagon, Washington D.C.
> > Cell: (b)(6)
> > Office (b)(6)
> > Email:
> > SIPR:

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Got a call from Foreign Policy mag
Date: Thursday, September 24, 2015 11:52:24 AM

From: (b)(6)
Subject: Fwd: Got a call from Foreign Policy mag
Date: Wed, 9 Sep 2015 17:40:34 -0500
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: Geoff Morrell (b)(6)
> Date: September 9, 2015 at 4:28:39 PM CDT
> To: Ashton Carter (b)(6)
> Subject: Got a call from Foreign Policy mag
>
> They are doing big profile on you
> I gave them a couple of steers
> Happy to discuss if you like
> (b)(5),(b)(6)
> I am around
> Best, Geoff
>
> --
>
> Geoff Morrell
> (b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Breakfast tomorrow
Date: Thursday, September 24, 2015 11:52:09 AM

> From: (b)(6)
> Subject: Re: Breakfast tomorrow
> Date: Wed, 9 Sep 2015 20:25:08 -0400
> To: (b)(6)
>
> Yes, during
>
> Sent from my iPad
>
> > On Sep 9, 2015, at 8:23 PM, (b)(6) wrote:
> >
> > (b)(5) office just wrote me and he is only going to have coffee in the morning. Knowing this will you still want to eat during his hour with you our will you want your breakfast before/after your meeting?

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: I have some more docs to scan. Plz come down
Date: Thursday, September 24, 2015 11:51:27 AM

> From: (b)(6)
> Subject: I have some more docs to scan. Plz come down
> Date: Sun, 13 Sep 2015 13:40:06 -0400
> CC: (b)(6)
> To:
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Docs
Date: Thursday, September 24, 2015 11:50:55 AM

> From: (b)(6)
> Subject: Re: Docs
> Date: Sun, 30 Aug 2015 16:22:23 -0400
> To: (b)(6)
>
> Another one
>
> Sent from my iPhone
>
> > On Aug 30, 2015, at 3:47 PM, (b)(6) wrote:
> >
> > Be. Down in a second Sir
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Sunday, August 30, 2015 03:47 PM
> > To: SD - SecDef PSO
> > Subject: Docs
> >
> > I have unclass doc to scan and email to LTG Lewis
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: ***Fwd: From (b)(6) Update***
Date: Thursday, September 24, 2015 11:49:32 AM

From: (b)(6)
Subject: Fwd: ***Fwd: From (b)(6) Update***
Date: Thu, 3 Sep 2015 07:10:51 -0400
To: (b)(6)

Sent from my iPad

Begin forwarded message:

From: (b)(6)
Date: August 31, 2015 at 9:56:29 PM EDT
To: Ash Carter (b)(6)
Cc: (b)(6)
Subject: ***Fwd: From (b)(6) Update***

Hi, Sir - thinking the below didn't get on the radar screen....know you are busy as can be.

Just read your essay on LinkedIn - terrific!

Trust you are well....hope we can connect one day soon.

(b)(6)

Begin forwarded message:

From: (b)(6)

Subject: From (b)(6) Update

Date: August 16, 2015 at 8:50:06 PM EDT

To: Ash Carter (b)(6)

Cc: (b)(6)

Sir - trust this email finds you well!

(b)(5)

My best, as always.

(b)(6)

From: Ashton Carter
To: SecDe (b)(6)
Subject: FW: TiE Conference Speaker
Date: Thursday, September 24, 2015 11:47:24 AM

From: (b)(6)
Subject: Fwd: TiE Conference Speaker
Date: Thu, 3 Sep 2015 07:13:16 -0400
To: (b)(6)

For SA. No idea if of interest, (b)(6)

Sent from my iPad

Begin forwarded message:

> From: (b)(6)
> Date: September 1, 2015 at 3:30:44 PM EDT
> To: (b)(6)
> Subject: Fwd: TiE Conference Speaker
>
> (b)(6)
>
> this is the info from (b)(6) - they're interested in having you speak and it seems like it might be relevant. I know you're super busy but told her I'd pass this on!
>
> (b)(6)
>
> Begin forwarded message:
>
> From: (b)(6)
>
> Date: August 26, 2015 at 5:52:38 PM PDT
>
> Subject: TiE Conference Speaker
>
> To: (b)(6)
>
> Hey (b)(6)

Below is the information that (b)(6) sent me regarding (b)(6) speaking for TiE. It would be great if you can pass it along to him. (b)(6) can be reached at (b)(6) Thanks!

Best
(b)(6)

Here's some thinking and background about featuring Ash Carter, either at TiEcon (the annual TiE conference) in Santa Clara on May 6-7, 2016, or another event planned around Ash Carter's visit to Silicon Valley prior to May next year.

One possible angle would be to explore the technological challenges in tackling cyber security, smart wearables, connected vehicles, and use of predictive intelligence and big data in anticipating hostile actions worldwide.

There is a huge interest in Silicon Valley in potential collaboration with DoD. He could interact with a cross section of VCs and entrepreneurs and explore some of these ideas.

Here is a blurb on TiE and TiEcon:

Founded in Silicon Valley in 1992, TiE (www.tie.org <https://3c-lxa.mail.com/mail/client/dereferrer?redirectUrl=http://www.tie.org>) is a global not-for-profit organization focused on fostering and enabling entrepreneurship through mentoring, education, and networking. We consider entrepreneurship to be the single most powerful instrument to advance global prosperity. Our greatest strength is our network of over 60 chapters in 17 countries with a worldwide membership exceeding 15,000 that includes successful entrepreneurs, venture capitalists, corporate executives, and aspiring entrepreneurs.

TiEcon (www.tiecon.org <https://3c-lxa.mail.com/mail/client/dereferrer?redirectUrl=http://www.tiecon.org>) is the world's largest conference for entrepreneurs with participation from top technology companies, leading venture capital firms, and global service providers. TiEcon 2015 attracted 4800+ attendees from over 22 countries – collectively they impact a significant portion of high technology businesses worldwide. Attendees span the spectrum from CEOs of established companies to first-time entrepreneurs creating new companies, to financial market experts and government policy makers. We were proud to be listed by Worth Magazine in their September 2011 issue to be among the 10 Best Conferences for Ideas and Entrepreneurship along with TED and the World Economic Forum.

TiE is privileged to host some of the most eminent speakers such as CEOs of Google, LinkedIn, Yahoo, Intel, Microsoft, Cisco, Qualcomm, Oracle, HP, AOL, CNN , eBay and PayPal. Other prominent speakers like Arnold Schwarzenegger, Elon Musk, Jack Welch, Deepak Chopra, Thomas Friedman, Nobel prize winners Dr. Amartya Sen and Dr. Myron Scholes, Ted Turner and scores of billionaires such as founder/CEO of Five Hour Energy and Ram Shriram of Google have also been featured at various events.

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(5) have docs
Date: Thursday, September 24, 2015 11:44:37 AM

> From: (b)(6)
> Subject: (b)(5) have docs
> Date: Sat, 22 Aug 2015 16:57:16 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(
Subject: FW: (b)(6) on Harold Brown & (b)(6)
Date: Thursday, September 24, 2015 11:44:01 AM

> From: (b)(6)
> Subject: Re: (b)(6) on Harold Brown & (b)(6)
> Date: Mon, 24 Aug 2015 20:03:00 -0400
> To: (b)(6)
>
> Got it
>
> Sent from my iPhone
>
> > On Aug 24, 2015, at 9:37 AM, (b)(6) wrote:
> >
> > Your correspondence team still wants me to draft a note from you to (b)(6) even though I told them what you told me, that you didn't want it staffed.
> >
> > I don't mind taking a shot at it, but it is only that given your past personal relationship with him. What I do mind is that they either don't believe me when I say we have communicated , or they don't care what you said you want to do.
> >
> > In the scheme of things, I know this is a very unimportant issue and sorry to mention it. But I was doing (or not doing) what you told me.
> >
> > (b)(6)
> >
> >> On Aug 12, 2015, at 03:17 AM, Ashton Carter (b)(6) wrote:
> >>
> >> Thanks. And enjoy break!
> >>
> >> Sent from my iPhone
> >>
> >>> On Aug 11, 2015, at 6:48 AM, (b)(6) wrote:
> >>>
> >>> So, there are two letters. One from (b)(6) that you said you will answer. (at&l admin says sd's are too busy to write letters. They have to be staffed!)
> >>>
> >>> (b)(5)
> >>>
> >>> SD correspondence (b)(5) sticking to a schedule that doesn't give enough time (b)(5) Would be nice if they worked with us.
> >>>
> >>> Theoretically am on vacation this week. (b)(6) (b)(6)
> >>>
> >>> (b)(6)
> >>>
> >>>> On Aug 6, 2015, at 9:43 PM, Ashton Carter (b)(6) wrote:
> >>>>

> >>>> Yup (b)(6) tnx
> >>>>
> >>>> Sent from my iPhone
> >>>>
> >>>>> On Aug 6, 2015, at 6:32 PM, (b)(6) wrote:
> >>>>>
> >>>>> Thanks for the welcome! It is much appreciated!
> >>>>> I left (b)(6) letter with your assistant (b)(6)
> >>>>>
> >>>>>> On Aug 6, 2015, at 5:57 PM, Ashton Carter (b)(6) wrote:
> >>>>>>
> >>>>>> You are always welcome!
> >>>>>>
> >>>>>> Sent from my iPhone
> >>>>>>
> >>>>>>> On Aug 6, 2015, at 11:10 AM, (b)(6) wrote:
> >>>>>>>
> >>>>>>> Will try to hand deliver it to your office folks. No one else wants to approach the burning bush.
> >>>>>>>
> >>>>>>>
> >>>>>>>
> >>>>>>> (b)(6)
> >>>>>>>
> >>>>>>>> On Aug 4, 2015, at 2:41 PM, Ashton Carter (b)(6) wrote:
> >>>>>>>>
> >>>>>>>> Funny! I can't believe they staffed a letter from (b)(6) Just send it to front office, I'll answer it!
> >>>>>>>>
> >>>>>>>> Sent from my iPhone
> >>>>>>>>
> >>>>>>>>> On Jul 31, 2015, at 1:30 PM (b)(6) wrote:
> >>>>>>>>>
> >>>>>>>>> Ash-
> >>>>>>>>> While I was a student (b)(6) who was visiting told me about his former student, Harold Brown. (b)(6) said, Harold was good in physics. "If only he stayed in it, he could have made a name for himself."
> >>>>>>>>>
> >>>>>>>>> Reminded of this, since you received a letter from (b)(6) It was given to me to draft a response.
> >>>>>>>>>
> >>>>>>>>> (b)(6)
> >>>>>>>>>
> >>>>>>>>>
> >>>>>>>>>
> >>>

From: Ashton Carter
To: SecDef (b)
Subject: FW: (b) project
Date: Thursday, September 24, 2015 11:43:46 AM
Attachments: Vinocur, "Germany"s "Speak No Evil" Russia Policy," WSJ, 08.11.15.docx
ATT00001.htm

From: (b)(6)
Subject: Fwd: (b) project
To: (b)(6)
Date: Fri, 28 Aug 2015 16:24:37 -0700

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: August 27, 2015 at 12:02:33 PM PDT
To: Ashton Carter (b)(6)
Subject: (b) project

Private

Memorandum

To: Ash Carter

From: (b)(6)

Date: August 27, 2015

Subject: (b) project

(b)(5)

(b)(5)


(b)(5)

MEMORANDUM (PRIVATE)

To: (b)(6)
From:
Date: August 13, 2015
Subject: (b)(5)

"Germany's 'Speak No Evil' Russia Policy," John Vinocur[7], WSJ, 08.11.15.

When Germany's Chancellor Angela Merkel spoke to her country after the shooting down of a passenger jet over Ukrainian territory last year, she centered her remarks on how fortunate Germans were to live in peace and freedom. Two weeks ago, when Russia vetoed a proposal that the United Nations Security Council investigate circumstances of that incident -- a missile fired by Russian proxies is suspected to have caused the death of the 298 persons on board the Malaysian airliner -- neither the German chancellery nor its foreign ministry spoke out.

Alongside many other allies, the U.S. expressed its "outrage" over Russia's diplomatic maneuver, with U.N. Ambassador Samantha Power calling Moscow's veto an act "in favor of impunity and against international justice." Did the German government again seem more than a bit hesitant to sock it to the Russians?

The chancellery gave the notion credit last week. In response to reporters' questions about the challenges facing Germany in the next two years, Peter Altmaier, who is the chancellor's chief of staff and is paid not to misspeak, described them primarily as those of "foreign policy." He pointed solely to migrants arriving on German soil, extreme tension in the Middle East, and the activities of Islamic terrorist forces.

The Russia that has annexed Crimea, saying it would use nuclear weapons in European regional conflicts and has stationed nuclear-capable missiles close enough to hit Berlin's suburbs? Not a word. And the Russia that newly appointed U.S. Chairman of the Joint Chiefs Joseph Dunford Jr. now describes as the greatest threat to America's security? Also zero.

Mrs. Merkel's aide's careful avoidance of the Russian issue came a few days after Spiegel magazine reported the chancellor has decided to run for a fourth term in 2017. Her confidant's blank space on Vladimir Putin's belligerence looks like an attempt to ensure that great numbers of her security-focused electorate don't start thinking the chancellor and Germany have a military problem.

Attached to that silence, the prescriptive Germany of 2015 has a stance on the big trouble to the east. Problem: It involves pressing old friends from the West to ease up on the Russians.

Diplomats from the U.S., Canada and northern European countries have been admonished by a German counterpart at the Vienna headquarters of the Organization of Security and Cooperation in Europe to stop their "blame game" in support of Ukraine. The departing German ambassador

[7] Mr. Vinocur is former executive editor of the International Herald Tribune.

to NATO, Martin Erdmann, complained to a German interviewer last month that the Alliance was currently being "very one-sided" -- heavens! -- in pushing ahead with protective measures against Russia, including intensive maneuvers in Eastern European NATO countries.

Instead, Mr. Erdmann urged the revival of the NATO-Russia Council's consultations following their suspension after Russia's invasion of Georgia in 2008. It is as if Germany, whose armed forces are often described as in derelict condition, were promoting the comeback of a false symbol of normalcy if NATO would only cut the Russians some slack.

This disregards Kremlin-supported fighting in Ukraine and the failure of the cease-fire known as Minsk II, signed earlier this year, in which Germany, as the West's key signatory alongside Russia, Ukraine and France, has been seen by some NATO members as casting itself as a go-between willing to settle for a frozen conflict under Moscow's control.

Mr. Erdmann's statement also demonstrates the vacuousness of the German strategic community's thinking, dominated by calls for "dialogue, trust and security," and resisting recognition of Russia's return as a permanently aggressive force. What's left is a German tactical mish-mash, teaspoon-size in terms of vision.

The tactics aim at making Russia palatable enough so that, circumstances permitting, Germany will be comfortably positioned if the European Union doesn't renew its economic sanctions against Russia at the end of the year. Germany also wants to preserve the idea of an acceptable stand-down emerging from the Minsk talks. Among the goals is pre-empting the possibility German voters recognize that the chancellor could be a party to a weak-kneed deal on Ukraine. Former U.S. NATO ambassador Kurt Volker says such an arrangement would mean Ukraine's "German-Russian partition."

Then there is Germany's end-game dilemma: What if Russia actually attacked a neighboring NATO ally? This stands as an especially sensitive pre-electoral don't-talk zone.

Mrs. Merkel has avoided commenting on the fact that, in contrast to American, Canadian, British, Polish or Spanish attitudes, 58% of Germans would not have Germany intervene with NATO in an ally's defense, according to a Pew Research poll. The results were published in June, almost a year after Barack Obama farmed out management of the Ukraine issue to Germany.

Now the U.S. president will soon have a new military chief in Gen. Dunford who says Russia's existential military threat makes it "reasonable" to arm Ukraine -- a step that Mr. Obama continues to resist, whatever his occasional hard talk about the Russians.
As for Mrs. Merkel, she will have the greatest difficulty legitimizing the notion that Vladimir Putin can be trusted and dialogued into innocuousness in time for her re-election two years from now.

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Document
Date: Thursday, September 24, 2015 11:43:40 AM

> From: (b)(6)
> Subject: Re: Document
> Date: Tue, 25 Aug 2015 19:10:11 -0400
> To: (b)(6)
>
> Yes
>
> Sent from my iPhone
>
> > On Aug 25, 2015, at 7:09 PM, (b)(6) wrote:
> >
> > Sir,
> >
> > I have a document for you. Would you like me to bring it down?
> >
> >
> >
> > V/r,
> > (b)(6)
> > Office of the Secretary of Defense
> > Cell: (b)(6)
> > Email: (b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Docs
Date: Thursday, September 24, 2015 11:42:40 AM

> From: (b)(6)
> Subject: Docs
> Date: Sun, 30 Aug 2015 15:47:13 -0400
> To: (b)(6)
>
> I have unclass doc to scan and email to LTG Lewis
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: NYC Cyber day
Date: Thursday, September 24, 2015 11:42:07 AM

From: (b)(6)
Subject: Re: NYC Cyber day
Date: Sun, 16 Aug 2015 12:03:03 -0400
To: (b)(6)

Got it (b)(6) and will look into it give my best to PAN gang and drop by when you are in WDC. Ash

Sent from my iPhone

On Aug 10, 2015, at 4:32 PM, (b)(6) wrote:

Hi Ash – I hope you are well. I was asked by the folks at the West Point Cyber Institute to assist them on planning for a cyber day event in NYC on Wednesday September 30. The goal is to bring together C level (ideally CEO) executives from the private sector along with some senior military personnel to discuss relevant and timely cyber topics. The other motive is to provide some visibility for the private sector into what the ACI is doing in the hopes of spurring interest in the Center and support for it and the programs. This is an offshoot to the joint academy cyber day we held at USMA in May which was a great success and provided all the academies with face time with senior execs in the private sector (all grads). The NYC event is not alumni only so opening the aperture for visibility and collaboration. As an aside, one small outcome from the USMA cyber day was Palo Alto Networks having a cadet intern this summer who is on the cyber track. Those are the kinds of programs the ACI is pushing with the private sector. The draft agenda is below as well as the invite list so you can see who is targeted. You may have already received an invite to this through your staff but I wanted to also pass along just in case. I never want to abuse this email address so will only ever send anything that is of this nature that may interest you.

Thanks for all you are doing

(b)(6)

0730	Breakfast begins
0800	Introductory remarks by Mike Franzino or LTG(R) Hagenbeck
0810	Coach Krzysewski remarks
0825	CSA remarks by GEN Milley or GEN(R) Odierno
0840	most senior DoD representative remarks
0900	Panel discussion (TBD: Senior military leaders or senior corporate leaders)
0940	Panel Q&A

0955 Closing remarks by LTG Caslen

1000 Conclusion and networking

<ACI-KF Invite List v2 (cleaned up).xlsx>

First Name	Last Name	Primary Business Position	Primary Business Organization Name
Lamberto	Andreotti	CEO	Bristol-Myers Squibb Company
John	Angelo	Founder	Angelo Gordon & Company
Francis	Biondi Jr.	Founder	King Street Capital Management
Lloyd	Blankfein	CEO	Goldman Sachs
Michael	Bloomberg	CEO	Bloomberg L.P.
André	Calantzopoulos	CEO	Philip Morris International
Marsh	Carter	Chairman	NYSE
Michael	Chertoff	Founder	Chertoff Group
Paul	Cheesbrough	Chairman and CEO	News Corporation
Kenneth	Chenault	CEO	American Express
Jeffrey	Chludzinski	Chief Operating Officer	McRoberts Protective Agency, Inc.
Douglas	Cifu	COO	Virtu Financial
Paul	Cioni	Senior Vice President	Velocity Technology Solutions, Inc.
Steven	Cohen	Founder	Steven A. and Alexandra M. Cohen Foundation
Ian	Cook	CEO	Colgate-Palmolive Company
Michael	Corbat	CEO	Citigroup
Keith	Cozza	CEO	Icahn Enterprises L.P.
Neal	Creighton	CEO	CounterTack
Ray	Dalio	Founder and Co-Chief Investment Officer	Bridgewater Associates
Barry	Diller	Director and Founder	Diller-von Furstenberg Foundation
Jamie	Dimon	CEO	JP Morgan Chase
Michael	DiTullo	CEO	Rockland Economic Development Corporation
Peter	Dixon	CEO	Second Front
Stanley	Druckenmiller	Founder	Druckenmiller Foundation
Philip	Fasano	EVP & CIO	AIG, Inc.
Steve	Feinberg	Founder and Head	Cerberus Capital Management, L.P.
Roger	Ferguson	CEO	TIAA-CREF
Larry	Fink	CEO	Blackrock
Jay	Fishman	CEO	Travelers Co Inc
Kenneth	Frazier	CEO	Merck
George	Friedel	Senior Vice-President	Parsons Brinckerhoff, Inc.
Kevin	Galligan	Senior Vice-President	HSBC Securities USA, Inc.
Michael	Gordon	Founder	Angelo Gordon & Company
James	Gorman	CEO	Morgan Stanley
Alex	Gorsky	CEO	Johnson and Johnson
Maurice	Greenberg	Chairman	Starr Foundation
Tom	Greene	CIO and Business Services Officer	Colgate-Palmolive Company
Bob	Greifeld	CEO	NASDAQ
Stuart	Gulliver	CEO	HSBC Securities USA, Inc.
Peter	Hancock	CEO	American Int'l. Group
Jennifer	Hanley	Director, Global Communications & Corporate Engagement	KKR Global Institute
Gerald	Hassell	CEO	Bank of New York Mellon
John	Hess	CEO	Hess Corporation
Brian	Higgins	Founder	King Street Capital Management
Greg	Jensen	CEO	Bridgewater
Conrad	Johnson	Director	BNP-Paribas
Steven	Kandarian	CEO	MetLife
Klaus	Kleinfeld	CEO	ALCOA
Henry	Kravis	CEO	KKR Global Institute
Stephen	Little	Corporate VP & CIO	Xerox Corporation
Vincent	Luciani	CIO	IAC
Tony	Manganiello	CAO	Virtu Financial
Robert	Marcus	CEO	Time Warner, Inc.
Rob	Martinez	CEO	DAR Partners, LLC
Robert	Martinez	Managing Member	DAR Partners LLC
Theodore	Mathas	CEO	New York Life
Lowell	McAdam	CEO	Verizon
Donald	McGhee	Senior Vice-President	American Int'l. Group
Mark	McLaughlin	CEO	Palo Alto Networks
Keith	Murdoch	Chairman and CEO	News Corporation

Rupert	Murdoch	CEO	Twenty-First Century Fox, Inc
Duncan	Niederauer	Former CEO	NYSE
Indra	Nooyi	CEO	Pepsico
Daniel	Och	CEO	Och-Ziff Capital Management Group
Jane	O'Connel	President	Altman Foundation
Sean	O'Connor	CEO	INTL FCStone
John	Overdeck	Founder	Two Sigma Investments
John	Paulson	CEO	Paulson & Co. Inc. ("Paulson")
Ronald	Perelman	Founder	Perelman Family Foundation
Kurt	Rao	CIO, Global Technology Services	Time Warner, Inc.
Ian	Read	CEO	Pfizer
John	Repko	SVP & CIO	Tyco
William	Richter	Senior Managing Director	Cerberus Capital Management, L.P.
Julian	Robertson	Founder	Robertson Foundation
Judith	Rodin	President	Rockefeller Foundation
Ginni	Rometty	Chairman, President and CEO	IBM
David	Saltzman	Co-Founder and Executive Director	Robin Hood Foundation
Julie	Sandorf	President	The Charles H. Revson Foundation
Charlie	Scharf	CEO	VISA
Stephen	Schwarzman	Chairman, CEO & Co-Founder	Blackstone
Robert	Seymour	Senior Vice President	JP Morgan Chase
David	Shaw	Founder	D. E. Shaw & Co., L.P.
David	Siegel	Founder	Two Sigma Investments
Paul	Singer	Founder and CEO	Elliott Management Corporation
Lorie	Slutsky	President	New York Community Trust
Jeff	Smith	CIO, Transformation and Ops	IBM
Randall	Stephenson	Chairman, President & CEO	AT&T
Gina	Trombley	Senior Vice President	Parsons Corporation
Vinnie	Viola	CEO	Virtu Financial
Darren	Walker	CEO	Ford Foundation
Elad	Yoran	CEO	Security Growth Partners

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: From Ash
Date: Thursday, September 24, 2015 11:38:03 AM

> From: (b)(6)
> Date: Thu, 6 Aug 2015 06:05:34 -0700
> Subject: From Ash
> To: (b)(6)
>
> (b)(6) -- Congratulations. You will be a great Chief. Your insight and strength are just what the Army needs at this strategic juncture. Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: DT tonight
Date: Thursday, September 24, 2015 11:37:17 AM

> From: (b)(6)
> Subject: Re: DT tonight
> Date: Sun, 9 Aug 2015 14:38:40 -0700
> To: (b)(6)
>
> Tnx
>
> Sent from my iPhone
>
> > On Aug 9, 2015, at 1:33 PM, (b)(6) wrote:
> >
> > Sir-
> >
> > You asked (b)(6) when the DT (dignified transfer) would be for our fallen soldier in AFG. (b)(5) is still gathering details and attendees, but it looks like it will be just after midnight tonight east coast time.
> >
> > (b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Next week
Date: Thursday, September 24, 2015 11:37:04 AM

> From: (b)(6)
> Subject: Re: Next week
> Date: Mon, 10 Aug 2015 19:54:46 -0700
> To: (b)(6)
>
> Ok. Easier to come in late rather than the other way around, given time change
>
> Sent from my iPhone
>
> > On Aug 10, 2015, at 5:31 PM, (b)(6) wrote:
> >
> > I'm trying to not schedule anything after 4 for the three days in the office next week. Just so that you can have the option to leave early if wanted... However, the only way DSD could attend the South China Sea discussion is if we did from 3:30-4:30 on Thursday.
> >
> > Would you be okay with that one later day? If not we can do earlier in the afternoon and DSD would just a back brief.
> >
> > (b)(6)

From:	Ashton Carter
To:	SecDef (b)(6)
Subject:	FW: Letter to Ash.pages
Date:	Thursday, September 24, 2015 11:34:04 AM
Attachments:	Letter to Ash.pages ATT00001.htm

From: (b)(6)
Subject: Fwd: Letter to Ash.pages
Date: Tue, 11 Aug 2015 18:08:16 -0400
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: August 8, 2015 at 9:58:11 PM EDT
> To: Ashton Carter (b)(6), Ashton Carter (b)(6)
> Subject: Letter to Ash.pages

(b)(6)

From:	Ashton Carter
To:	SecDe(b)(6)
Subject:	FW: regards
Date:	Thursday, September 24, 2015 11:33:53 AM
Attachments:	Letter to Ash_PDF.pdf ATT00001.htm

From: (b)(6)
Subject: Fwd: regards
Date: Tue, 11 Aug 2015 18:08:30 -0400
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: August 8, 2015 at 9:56:02 PM EDT
To: (b)(6)
Subject: regards

Dear Ash
im in Singapore now behalf business, independence day (today the 9th) , and birthday of our good friend (b)(6)
it was a pleasure seeing you in Israel and i hope that the rest of the trip was successful
following our meeting, i had some ideas to share with you.
had enclosed a letter elaborating on my thoughts.
respectfully yours
(b)(6)

HAZ International

August 5, 2015

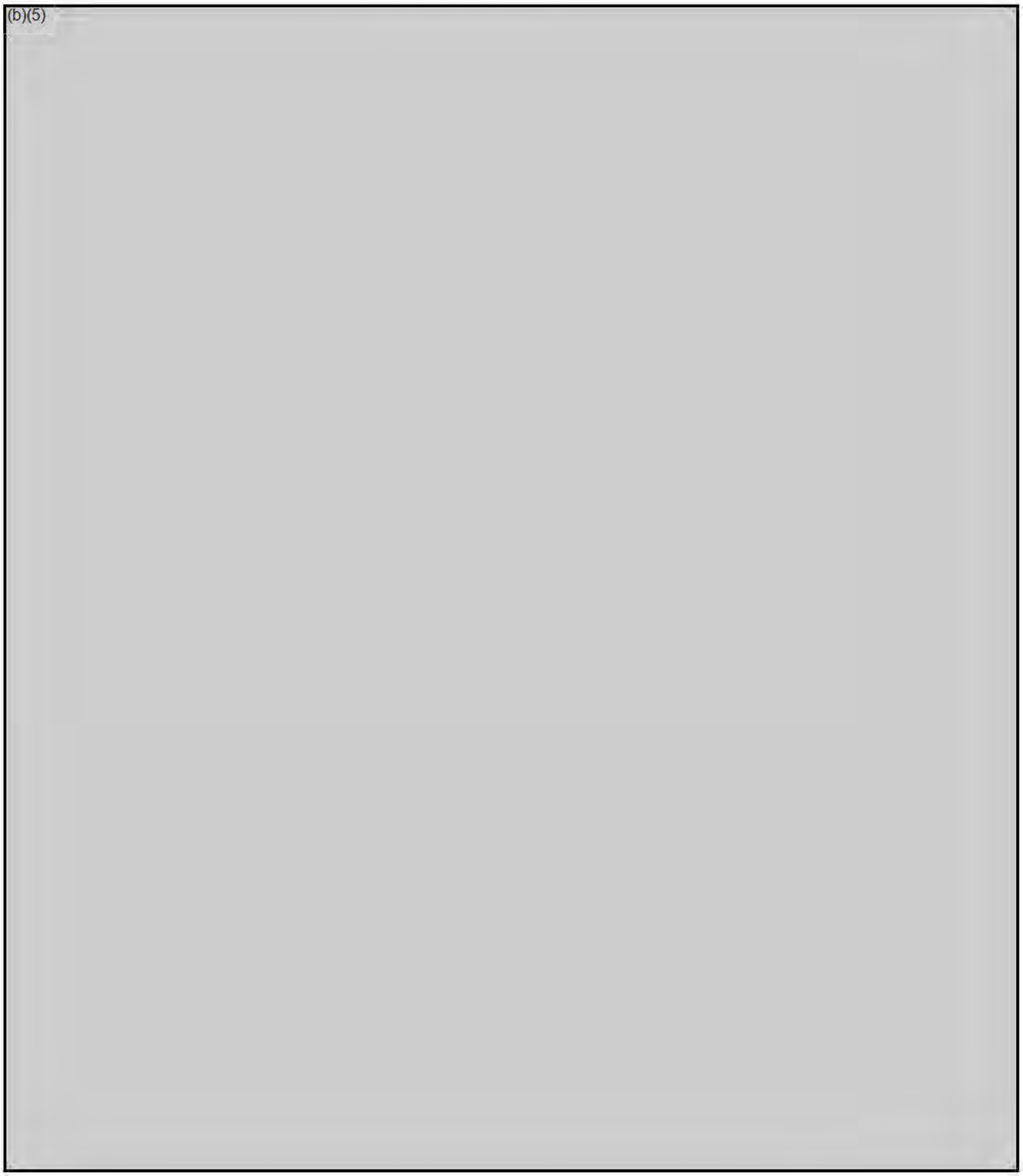
Dear Ash,

First of all, I want to thank you for meeting me. As always, our meeting was pleasant, friendly and open. Our deep friendship carries a great value for me because we are human beings who feel comfortable with each other – and therefore, our friendship is timeless.

(b)(5)

HAZ International

(b)(5)



HAZ International

(b)(5)

I hope you and Stephanie are doing well, and I hope to see you again soon (no need to wait another two years).

Most respectfully and with a lot of love,

(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: update
Date: Thursday, September 24, 2015 11:31:33 AM

From: (b)(6)
Subject: Re: update
Date: Mon, 3 Aug 2015 07:43:09 -0700
To: (b)(6)

No rush. Wifi is out in residence

Sent from my iPhone

On Aug 3, 2015, at 7:33 AM, (b)(6) wrote:

Thanks. I will reach out to her today to schedule something. Just a 30 minute office call or would you like to have her for lunch?

(b)(6)

From: Ashton Carter (b)(6)
Sent: Monday, August 03, 2015 07:30 AM
To: (b)(6)
Subject: Fwd: update

Sent from my iPhone

Begin forwarded message:

From: Sally Donnelly (b)(6)
Date: August 2, 2015 at 4:06:05 PM PDT
To: Ashton Carter (b)(6)
Subject: Re: update

Rgr all. I'll be around August. Anytime fine.

On Sunday, August 2, 2015, Ashton Carter (b)(6) wrote:
> Tnx Sally. (b)(5) I want to meet w you and my team after I get back from leave. Last half of August will be a good time to take stock of first six months. Ash

>
> Sent from my iPhone
>
>> On Jul 30, 2015, at 6:07 AM, Sally Donnelly (b)(6) wrote:
>>
>> Hi Ash,

(b)(5)



>> Hope Steph is well.
>> Ciao. Sally
>>
>>
>>
>>
>>
>>
>>
>

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: FYI for Ash
Date: Thursday, September 24, 2015 11:27:12 AM

> From: (b)(6)
> Date: Fri, 24 Jul 2015 23:45:37 -0400
> Subject: Re: FYI for Ash
> To: (b)(6)
>
> Tnx pz, very congruent with what I've been saying
>
> Sent from my iPhone
>
> > On Jul 22, 2015, at 3:25 PM, Philip Zelikow (b)(6) wrote:
> >
> > I've attached a piece that is in tomorrow's FT. Very much in tune with your current travels and what you're discussing every day, I'm guessing.
> >
> > Want to be sure you have a chance to see it first in the remote chance that anyone should mention it.
> >
> > You will note that the piece does not directly attack the nuclear deal itself.
> >
> > I'm drafting a much larger essay on strategy toward ISIS to be presented at next month's meeting of the Aspen Strategy Group.
> >
> > If you want to ruminate informally about any of this after your return, I'd be glad to come up and visit.
> >
> > Philip
> > <To balance the nuclear deal, defeat Isis and confront Iran - FT.com.pdf>

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Docs
Date: Thursday, September 24, 2015 11:26:28 AM

> From: (b)(6)
> Subject: Re: Docs
> Date: Sun, 26 Jul 2015 09:25:03 -0400
> To: (b)(6)
>
> Now is fine
>
> Sent from my iPhone
>
> > On Jul 26, 2015, at 8:20 AM, (b)(6) CIV SD (b)(6) wrote:
> >
> > Sir, the morning docs are ready to be dropped off at you convenience.
> >
> > V/R
> >
> > (b)(6)
> > Personal Security Officer
> > Office of the Secretary of Defense
> > Pentagon, Washington D.C.
> > Cell: (b)(6)
> > Office (b)(6)
> > Email:
> > SIPR:

From:	Ashton Carter
To:	SecDef (b)(6)
Subject:	FW: I have docs to scan and email to gen Lewis
Date:	Thursday, September 24, 2015 11:25:59 AM

> From: (b)(6)
> Subject: I have docs to scan and email to gen Lewis
> Date: Sun, 26 Jul 2015 16:15:47 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Walter Pincus Article
Date: Thursday, September 24, 2015 11:25:29 AM

From: (b)(6)
Subject: Re: Walter Pincus Article
Date: Tue, 28 Jul 2015 17:55:16 -0400
To: (b)(6)

Got it Sam, tnx. Will follow up. Ash

Sent from my iPhone

On Jul 28, 2015, at 10:55 AM, Sam Nunn (NTI) (b)(6) wrote:

Dear Ash,

Per our conversation, I am attaching an article by Walter Pincus that appeared in the Washington Post on June 29th. As I related, Walter has confused the Winnefeld and Adam Smith quotes, which gives an erroneous impression.

I'm also attaching a full transcript of a radio interview that I did last Friday on the Iran deal.

Thanks again for your time.

Sincerely,

Sam

It seems the Pentagon can never have enough deployed nuclear warheads

<https://mail.nti.org/owa/?ae=Item&a=New&t=IPM.Note#PINCUS>

Washington Post

By Walter Pincus

June 29, 2015

https://www.washingtonpost.com/world/national-security/it-seems-the-pentagon-can-never-have-enough-deployed-nuclear-warheads/2015/06/29/3defafbe-1c3e-11e5-93b7-5eddc056ad8a_story.html?utm_source=AM+Nukes+Roundup&utm_campaign=b7d19d1f11-AM_Nukes_Roundup&utm_medium=email&utm_term=0_547ee518ec-b7d19d1f11-391730573 <https://www.washingtonpost.com/world/national-security/it-seems-the-pentagon-can-never-have-enough-deployed-nuclear-warheads/2015/06/29/3defafbe-1c3e-11e5-93b7-5eddc056ad8a_story.html?utm_source=AM+Nukes+Roundup&utm_campaign=b7d19d1f11-AM_Nukes_Roundup&utm_medium=email&utm_term=0_547ee518ec-b7d19d1f11-391730573>

Rhetoric about nuclear weapons is heating up between Washington and Moscow, but there is no need to reinstate the foolish and wasteful arms race that dominated the Cold War period.

For one reason, the security challenges have changed.

Having 1,500 or more deployed U.S. nuclear warheads on land- or sea-based intercontinental ballistic missiles, or strategic aircraft with nuclear bombs or missiles, will not help a U.S. president defeat terrorists or deal with proxy wars somewhere in the world — or even protect American assets in the new confrontational arenas of space and cyberspace.

There also are the astronomical costs for modernizing not just the current triad of delivery systems — the strategic submarines, bombers and land-based ICBMs — but also continuing the life-extension programs for the nuclear stockpile and upgrading the nuclear weapons-building complex itself.

Deputy Defense Secretary Robert Work told the House Armed Services Committee on Thursday that the cost for all that modernization would average $18 billion a year from 2021 through 2035 — or $252 billion over that 14-year period.

That annual average is nearly double the proposed nuclear weapons spending for next year and would mean 7 percent of the entire Defense Department budget would be devoted in those out years just to the nuclear weapons program, up from around 3 percent today.

"We'll start replacing our Trident boats [strategic submarines at about $6.6 billion each] first. Then will come . . . the bomber in the mid-20s [at $550 million each]. And then will come the ground-based strategic deterrent . . . in 2030 [at an unexplained price]," Work told the committee.

"Carrying out this plan is going to be a very expensive proposition, and we recognize that," Work said, adding that it "will require very, very hard choices and will impact the other parts of the defense portfolio, particularly our conventional mission capability." He also warned that these "20-year cost estimates are uncertain."

The real question now should be why does the United States need that many new delivery systems and that many deployed nuclear warheads and bombs for the coming decades?

Let's pause for a moment and listen to the explanations given to Congress last week by Pentagon officials.

Work told the committee: "The only existential threat to our nation is a nuclear attack. . . . The one step down is preventing a catastrophic attack, which we believe would be one or two nuclear weapons being fired at the continental United States or blowing up in the continental United States."

He talked about "Russian military doctrine that sometimes is described as 'escalate to de-escalate,' " which apparently means that Moscow would threaten to use or actually use a few nuclear weapons in a situation where it was losing to larger conventional forces. The threat or use of nuclear weapons would thereby get Russia's enemy to hold up or withdraw.

"Anybody who looks at the way that the international environment is moving, especially the way that Russia has been describing its nuclear deterrent posture, has to say: Nuclear weapons remain the most important mission we have," Work said.

This, however, is Cold War talk.

Adm. James Winnefeld Jr., vice chairman of the Joint Chiefs of Staff, was asked at Thursday's hearing about the Russians modernizing their nuclear weapons systems.

He responded that his major concern with Moscow's program was its shift to mobile, land-based ICBMs. Why? Because, he said, they "would be hard for us to hit in a first strike." That would happen only if the time came that the United States wanted preemptively to wipe out Russia's nuclear forces, before Moscow attacked us — an extremely doubtful scenario, but Cold War first-strike fears led to the building of tens of thousands of warheads.

As for the rest of Russia's nuclear forces, Winnefeld testified that "their bomber leg is not as good as ours" and "their submarine-launched ballistic missile force, even with their improvements, is not as good as ours."

Why not reduce U.S. forces? Winnefeld gave the traditional post-Cold War reply: "We still believe that any reductions in weapons must be done in concert with our potential antagonists, because unilateral gestures of goodwill have little standing with authoritarian regimes."

Meanwhile, each U.S. commander justifies continuing his own role in the triad.

"If we look at the world environment today, it's more dangerous than the Cold War and more unpredictable, and the ICBM force is as valid today as it was in the 1960s," Air Force Maj. Gen. Jack Weinstein, commander of the 20th Air Force, told the House committee Thursday.

One of the new Ohio-class strategic submarines "will be in the water through approximately 2084," said Vice Adm. Terry Benedict, director of the Navy's strategic systems programs. "As we try and project out the threats through that time frame, the major focus . . . was to ensure . . . that we don't find ourselves surprised in the future."

The bomber fleet "is the most flexible and the most visible part of the triad. That's what the bomber fleet offers. And I think from a flexibility standpoint, there's not a lot of argument there," were the words of Air Force Maj. Gen. Richard Clark, commander of the 8th Air Force.

And to any unilateral reduction, Work supplied an old answer, "This is not a time for us to say that nuclear weapons are useless."

I am not saying nuclear weapons are useless. I am suggesting the United States doesn't need a nuclear force large enough to survive a decapitating first strike because there is no such threat — the idea of a Soviet first strike was a myth, but nonetheless it led to the Cold War nuclear arms race. Let's not do it again.

<SN WA8E Interview-transcript.docx>

"Closer Look," WABE Radio, Atlanta
Interview with Senator Sam Nunn, Co-Chairman and CEO of the Nuclear Threat Initiative
With Denis O'Hare and Jim Burress
July 24, 2015

Interviewers: President Obama and Secretary of State John Kerry continued their push for Congress to approve a new nuclear deal with Iran. The Republicans including both of Georgia's U.S. Senators are expressing either serious doubts or outright opposition to it, and Israel's government has called it an historic mistake.

But with one side saying this deal will block Iran's path to a nuclear weapon, and the other side saying it will make it easier for Tehran to get one, how can the rest of us possibly understand what's in the agreement?

Former Georgia Democratic U.S. Senator Sam Nunn has been watching nuclear weapons dangers around the world for years. With Ted Turner he co-founded the Nuclear Threat Initiative where he is the CEO. Senator Nunn joins us in our studios it's great to have you welcome back to WABE.

SN: Thank you Denis, delighted.

Interviewer: Let's start with where Iran's nuclear program is now. We'll try to get a little primer here. Does it have the materials currently to make nuclear weapons and if it does, how close is it to actually putting a weapon together?

SN: I think our intelligence community--based on the last information I have, this is not classified information but parts of it would be--estimates that a month or two months would be required to take their existing enriched material to the level that would be required to make a bomb. One to two months is a very short period of time, so one of the goals of this set of discussions and agreement is to stretch that time so that they could not achieve a real weapon within one to two months, but to go to at least a year. Of course, we'd like for it to be 5 years or 10 years or 20 years, but that's what we're dealing with here.

I think it's also important to know the way they are measuring this is exactly as you said, Denis—it's the amount of the material. There's another dimension of making a weapon. You've got to put the material in a bomb; you got to do all of that and that's a whole other intelligence track. It does have its own set of implications, but it's a lot harder to get to that or to know what's happening. It's much easier to verify the material.

Interviewer: If you're the country with the material it's one thing to have what you might say the guts of the bomb, but it's quite another to put the whole thing together, so that it would actually work, but how would this deal in terms of what the administration is saying, how would this deal stretch the time out that Iran would need to make a bomb to actually assemble one?

SN: It would do it by a number of measures, including getting a substantial number of centrifuges out of commission. Those centrifuges are where you take natural uranium and process it to enriched uranium. The hard part about all of this and not just Iran, but the whole world of proliferation is that the same technology by which you make absolutely legitimate material for a nuclear power plant or for nuclear

medicine is the same technology that can produce a nuclear weapon. Therein lies the huge loophole in the Non-Proliferation Treaty, which regulates this whole thing, and it's been one of most effective treaties, but that technology and knowledge is all important. Once you have the ability to enrich to a low level then you have the ability to take it to a higher level and make a bomb. Countries around the world--and we sometimes disagree with this--but they interpret the Nonproliferation Treaty as giving all countries the sovereign right to have that technology for peaceful nuclear purposes. When countries take advantage of that, like Iran has and like North Korea has, then you've got yourself a huge dilemma. In the broader picture, we're going to have to put all enrichment under some type of international supervision, if we're going to live in this world over the next 20, 30 years.

Interviewer: So the key to this in slowing Iran down would be take the centrifuges out of commission and then that would make it tougher for them to use the material they already have to make the bomb. Is that oversimplifying?

SN: No but it would increase the time by which they would have to put together another effort to make the material to get a bomb. They also have got certain material that has been enriched up to the 20 percent level. The 3 or 4 or 5 percent is what you enrich for a civil power plant, that's low enriched uranium. Twenty percent is for some forms of nuclear medicine. Sixty, seventy, eighty, ninety percent is in that range is what you make a bomb out of like a Hiroshima bomb. So it's a matter of how much you enrich.

Interviewer: Now you say that all global enrichment should be monitored by some kind of central organization. How feasible is something like that?

SN: Well the nuclear powers, including the United States, would not probably be in favor of that at this moment, but I think over the long haul we have to put everybody that's enriching under some type of international camera and international inspection. The same thing with reprocessing. Reprocessing is taking spent fuel, and basically it takes a huge plant to do it but re-processing that fuel in a way that produces weapon-grade material, that's called plutonium. What's called on the centrifuge output is highly enriched uranium, so those are the two ways you make a nuclear weapon. My organization has worked for 14 years to try to try to prevent catastrophic terrorism, which is one of the things I worked on in the Senate with Senator Lugar. We have focused on nuclear material because getting all weapons-usable nuclear material under security and getting rid of as much of it as possible is absolutely indispensible to protecting our country and to preventing catastrophic terrorism.

Interviewer: And if you are just now tuning in, we're speaking with former Georgia Democratic U.S. Senator Sam Nunn. He is co-founder and CEO of the Nuclear Threat Initiative and we're talking about the nuclear deal with Iran and the agreement gives that country 24 days notice before inspectors could check suspected violations. Opponents have said that would make it easy for Iran to get away with cheating, and today on NBC as we heard Secretary Kerry argued, you can't hide enriched nuclear material because of the radiation. But what kind of other opportunities, I guess you could say, would such a window give for Iran to get away with something that's under the table.

SN: Well, you prefer to have a shorter period of time. The question is whether the intelligence community feels within that period of time, 2 or 3 weeks, getting in there after that period of time they would be able to see a footprint and be able with reasonable degree of certainty to understand what was going on. If cheating is going on, they will have to go into enforcement. So verification and enforcement are all important, and we'll have to defer to the experts on that.

But I think it would be good to sort of back up and say what we're trying to achieve here because sometimes we get so involved in the details, we lose sight of what we're really trying to achieve. What we're really trying to achieve is basically preventing the Iranians from getting a bomb. The question is whether this agreement makes it less likely or more likely. In other words, if you don't have an agreement, is it more likely they would get a bomb over the next 10 or 15 years or maybe 2 or 3 years, or will this agreement set that effort back? I think that when you read all of it--not withstanding that it's far from a perfect document--it's pretty clear that the answer to that is: It's going to be a lot harder for the Iranians to get a nuclear bomb over the next 10 or 15 years.

There's another dimension that comes into this debate, but it's not part of the goal of the discussions. Maybe it should have been, but that would have depended not just on us but on Russia and China and all of our allies who have participated in the economic embargo which brought Iran to the table; people forget this is not all the U.S. The other dimension is the Iranian behavior, there's no question that Iranian behavior in the region is destabilizing, whether it's Syria, or whether it's Hezbollah, an organization we branded as terrorist, whether it's Hamas, whether it's in Yemen, but this negotiation was not aimed at that behavior. These debates are getting very much mixed between those goals because if we had aimed at for instance, Syrian behavior, or Iran, or Hezbollah or Hamas, we would not have had Russia participate, and probably would not have had much enthusiasm for the oil embargo that our European allies have put on.

So we have to parse this a little bit and say what was the agreement aimed toward, what the negotiations aimed toward, what was the U.N. resolutions aimed toward and what was the economic embargo, which has been very effective, aimed toward. It was to prevent them from getting a bomb, and this agreement does makes it much more difficult--you wouldn't say impossible--but makes it extremely difficult for them to achieve that goal of getting a bomb over the next 10 or 15 years. In my view, it's crucial that we basically keep Iran from having a bomb because if they do then other countries in the region are going to feel they need one and that would make the whole area even more dangerous than it is right now, so that's what we have to keep in mind.

I would have liked for the agreement to have covered the Iranian behavior, but it never was aimed at that. The U.N. resolutions and this kind of framework started in the previous administration under President George W. Bush, so we've had two administrations with the aim of basically having these negotiations and having the embargo aimed at that one primary goal of keeping them from getting a bomb. Now we have to deal with the behavior problem also. That's part of America's foreign policy but that's another channel with probably a different group of allies.

Interviewer: Quickly, while this slows down kind of a nuclear Iran do you think it's inevitable that one day we will see it?

SN: Well, it's hard to forecast. I believe in the next 10 or 15 years if this agreement goes through it's going to be extremely unlikely that Iran will have a nuclear weapon. Now what they do in 10 or 15 years, we're buying time with this. When you get right down to it, we're buying time. We're not getting an insurance policy that they will never have a weapon because what the CIA said seven, eight, 10 years ago that any country that is as large as Iran with the kind of technical knowledge they have and if they're talking about it and they're really determined, given the knowledge they already have in Iran and the scientist they have, they can get a nuclear weapon. This agreement does not change that. It does not keep them from getting a nuclear weapon in the long term. It just makes it extremely difficult and

extremely unlikely in the next 10 or 15 years, and when you're betting on time you're betting that the Iranian society will change and that's a big bet.

But the young people in Iran now have a totally different attitude in many cases, a much different attitude from the older generation, and they're much less enchanted by the leadership of the religious groups. They're much less inclined towards the theocracy and that is the hope for the future because the Iranian behavior has to change as well as them not getting the bomb. It's not one or the other. We have to have both, but that involves other determinations in other parts of U.S. foreign policy, which we have to be very vigorous about. For instance, I think we have to have more clarity in terms of our policy toward Syria. We have to make sure that when we draw red lines that those lines are adhered to or we take action. There are other things we need to do assure our allies to make sure is that our allies including Israel, including the Arab nations there that are afraid of Iran, but that is not going to be handled in this negotiation.

Then you have to ask yourself the question, "If we turn this agreement down what happens?" So there are two sets of risks here. One is the risk associated with the agreement. The other set of risks is what happens if this is turned down by the Congress.

Interviewer: And the agreement runs out after 15 years as we've been talking about and you say this buys us time. Opponents worry that in that time because we're all lifting sanctions and Iran would have more money really. Iran would not only be able to perhaps increase its bad behavior which you say is a separate issue, but it would also be able to take that money and use it toward getting a lot closer to making a bomb even if it didn't cheat in the process. Is that a legitimate concern?

SN: I think that is a legitimate concern. I think that is the best argument that the opponents of this agreement are making, but it has a weakness. The weakness is you have to back up and say what is the assumption of that argument. The assumption of that argument is that we can continue the embargo and that the United States can make that decision and our allies will all, including Russia and China, will all salute and say "yes sir Uncle Sam" we'll go along with that, and the European allies will continue to not buy oil which has been devastating to the European economy. That assumption is false.

Interviewer: So the agreement doesn't cover what they do.

SN: We've had, I think, real diplomatic success in keeping this coalition together so far, but in my view, Denis, we cannot hold it together if the United States turns down this agreement because we basically have got countries that don't agree with us on the Iranian behavior. For instances, Russia is an ally of Syria, and they're not going to have part of their embargo, including arms that Russia has cut off, involve a goal in Syria which they fundamentally disagree with. The assumption you make when you say that no we shouldn't do this because it's going to give Iran their resources--that assumption doesn't hold up. A lot of the resource--not all of them but a lot of these resource--are going to come anyway if this agreement is turned down because the United States will have basically gone in a different direction from our allies in the embargo, and we'll have gone in a different direction from the international community.

Interviewer: One of the reasons that you know as much as you do about the region is you're a former chair of the Senate Armed Services Committee. There is the possibility, and some folks have raised this, that if Israel, which doesn't like this agreement at all suspects that Iran is somehow inching closer to a

bomb it could act unilaterally because Israel is not a party to this deal. Does that concern you at all as a possibility?

SN: Well that's been the concern of the last two administrations. I think President George W. Bush's administration basically urged Israel not to take unilateral action, and the Obama administration has certainly urged them not to take unilateral action. Israel is going to do what's in their own fundamental interest. If they feel a huge threat to Israel from an Iranian weapon, I have no doubt they'll take military action.

Interviewer: And then wouldn't we have to go in and back them up?

SN: I think there is a strong likelihood that Israel would not take that action unless the United States was going to back them up. Because when you take that action, people think you can just go in a hit a couple of places. It's much broader than that. You got to take out, in my view, the power grids. You can't run centrifuges without power. I think you take out all the anti-aircraft missiles sites that they have, which are considerable. In my view you have to take out all the ships that could lay land minds in the Persian Gulf, which would basically clog the oil supplies and have huge economic implications. So these are the big air attacks. It doesn't mean Israel couldn't do severe damage, but everybody I've talked to in the Israeli military intelligence believe that if this is the kind of military action it would need to be United States involved. We also have to consider that we have had three or four wars with the Muslim community. Iran is Shiite and a lot of our allies are Sunni so they don't necessarily like each other, but you have to ask can the United States afford another war at this stage with the Muslim community. In my view we have two fundamental goals and one is to keep Iran from getting a nuclear weapon but the second is also important to do so without military force except as a last resort. It could become a last resort, but hopefully it will not.

Interviewer: Now Denis you recently spoke with President Carter and he said he expects Iran will live up to the deal basically because it has a reason to do so. Senator Nunn has you've watched Iran's nuclear program over the years. Do you have any reason to agree with President Carter on that.

SN: I think it's in the interest of the Iranian government to become part of the international community economically. I think in this regime if Iran has any hope of surviving, they got to do a lot more for their young people. They got to address a lot of the concerns of the human rights activists in Iran. There are more and more of those. They got to have more of a civil society in Iran. They are going to have to make some fundamental changes, and I don't think they can do that while defying the whole international community, so it seems to me it's in their interest for this agreement to go through.

And you have to add one other dimension here and some people scoff at it but I don't. The Ayatollah has said over and over again, it's against the Iranian principle and against the religious principle to make a nuclear weapon, so the Ayatollah is not saying we want a nuclear weapon. He's saying we have a sovereign right to have a nuclear program, which means civil which means medical. Now do you believe it? Of course, I'm skeptical myself do we need to verify that? Yes. Do we need to make sure that if they cheat, we are ready to do something about it? Yes. But it does give the Ayatollah and the religious group a landing place, so they can say they have not been humiliated. That's important in international negotiations. They can say, as they're saying, our goal all along was not to have a nuclear weapon. Now I don't think all elements of Iran are in on that. Nevertheless, that is an important factor: They're not having to back down and be humiliated by saying we had a nuclear quest for a bomb and now we don't. They're not saying that because that wasn't where they were.

Interviewer: I'm going to step back to something you mentioned earlier. If Iran is successful and does build a bomb what that could mean for other countries. Talk more about that. Are we talking tiny countries with nuclear bombs? Who would you suspect would be next on that list?

SN: You've got countries that I don't want to say what they might do and might not do; that would be up to them. But you'd certainly have concerns for leading Sunni countries that don't want to live by Shiites to have a nuclear weapon when they don't. Saudi Arabia is a big supporter of Pakistan. Pakistan they're a Muslim country too and they already have a hundred of weapons at least, so there would be a strong suspicion of what Saudi's might do and they've been a good ally of ours. You would also have Turkey, a member of NATO; you have Egypt, one of the historical powers in that region as well as others.

One of the things that will have to be done here that is very important. We talked about the weakness of this agreement, and it is the resources that are going to go to Iran and we've got to have an assertive foreign policy in the Middle East--more assertive than we have had--to reassure our allies, including some of those countries we talked about that might want their own nuclear weapon and that's a very important part of this.

Is America is going to be able to be able to assure our allies? But I also have to add another dimension here and that includes Israel. Our allies are going to have to do some reassuring of us too because some of our allies there are sponsoring, and have for many years, extreme education curriculum that grows a lot of the terrorists that come out of there. This is happening all over the Muslim world, and we have to have some frank conversation with some of the funders of that kind of educational program.

We also have to have, I think, some reassurance from Israel on the whole question of settlements because we need eventually a two-state solution on this Palestinian question, and the settlements are, everybody knows, a very detrimental factor in that. Reassurance works both ways. We're going to have to be much more assertive in terms of reassuring our allies, but they have their own important role to play too.

Interviewer: Got a couple of minutes left with former Georgia Democratic U.S. Senator Sam Nunn, former chair of the Armed Services Committee in the Senate, and co-founder and CEO of the Nuclear Threat Initiative. Senator based on what you've observed of Iran's nuclear activity over the last few years because you've been watching them for awhile now do they have a pattern of pushing things to the edge, trying to play fast and loose with whatever arrangements have been made prior?

SN: Denis, I'll say very quickly. Trust but verify. We've got to verify this, and we have to enforce it. I think that's enormously important, but we also have to ask very seriously what's the effect if we turn this down? What's the effect if we see a resolution of disapproval in the House and one in the Senate, which I think you're probably going to get and then the President vetoes it, and then they override with two-thirds in the House and two-thirds in the Senate.

In my view it would isolate us from the international community on this Iranian question, and it would make every one of these difficulties with Iran--including the nuclear weapon preventing that from happening and including their behavior--much worse. So those people who are adamantly opposed to this agreement and there's all sorts of reasons you could be opposed. In fact, there is almost no constituency for it. The opposition got all the constituency here, but you have to ask what are the consequences for turning this down. In my opinion, the consequences would be very severe.

Interviewer: One of the arguments that has come up and unfortunately we only got about a minute to answer what may be a complicated question, but opponents have pointed to previous agreement with other rising nuclear powers, like North Korea. We thought we had a deal with North Korea and they have just gone ahead. Does the North Korean experience apply at all to what we might see with this deal with Iran?

SN: Well, I think it does. I think it tells you countries can cheat, and I think you have to be prepared for that. I think you have to be prepared for verification. I think you have to be prepared for enforcement, and you have to have allies with you. It cuts both ways, though. Look where North Korea is now. They've got the bomb. They've got the bomb, and they got a program where they're going to have more bombs, so the absence of an agreement does not mean you stop the bomb. It means you have to take military action to stop it. Of course we have not done so. I don't think many administrations, once they get in office and see all the sobering realities, are going to think the first preference is a war with Iran or the first preference is a war with North Korea. I think most presidents will decide those are last resorts, and we need to do everything we can to find an answer without resorting to war. But that's an option. There always has to be an option.

Interviewer: Well you've given us a whole lot more to think about and maybe some understanding of why this is so complicated. Former Georgia Democratic Senator Sam Nunn. Thank you so much for being with us. We really appreciate it.

SN: Sure. Thank you, Denis and thank you, Jim.

Link to audio: http://wabe.org/post/gas-sam-nunn-nuke-deal-prevents-iran-getting-weapon

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Document
Date: Thursday, September 24, 2015 11:25:17 AM

> From: (b)(6)
> Subject: Re: Document
> Date: Tue, 28 Jul 2015 18:25:37 -0400
> To: (b)(6)
>
> Hold for walk. Tnx
>
> Sent from my iPhone
>
> > On Jul 28, 2015, at 6:24 PM, (b)(6) wrote:
> >
> > Sir,
> >
> > I have a document from LTG Lewis that I can either bring now or hold until you go for a walk, whichever you prefer.
> >
> > Thank you
> >
> > V/R,
> > (b)(6)
> >
> > Personal Security Officer
> > Office of the Secretary of Defense
> > Pentagon, Washington D.C.
> > Cell: (b)(6)
> > Office: (b)(6)
> > Email:
> > SIPR: (b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(5) speech
Date: Thursday, September 24, 2015 11:24:37 AM

From: (b)(6)
Subject: Re: (b)(5) speech
Date: Mon, 20 Jul 2015 21:59:10 +0300
To: (b)(6)
CC:

Tnx (b)(6)

Sent from my iPhone

On Jul 20, 2015, at 4:41 PM, (b)(6) wrote:

(b)(5)

(b)(5)

From: (b)(6)
Sent: Sunday, July 19, 2015 1:08 PM
To: (b)(6)
(b)(6)
Subject: FOR BOOK: VFW

This can go to the book (b)(5) Please send any remaining edits by 12pm noon tomorrow/Monday. Thanks.

(b)(6)

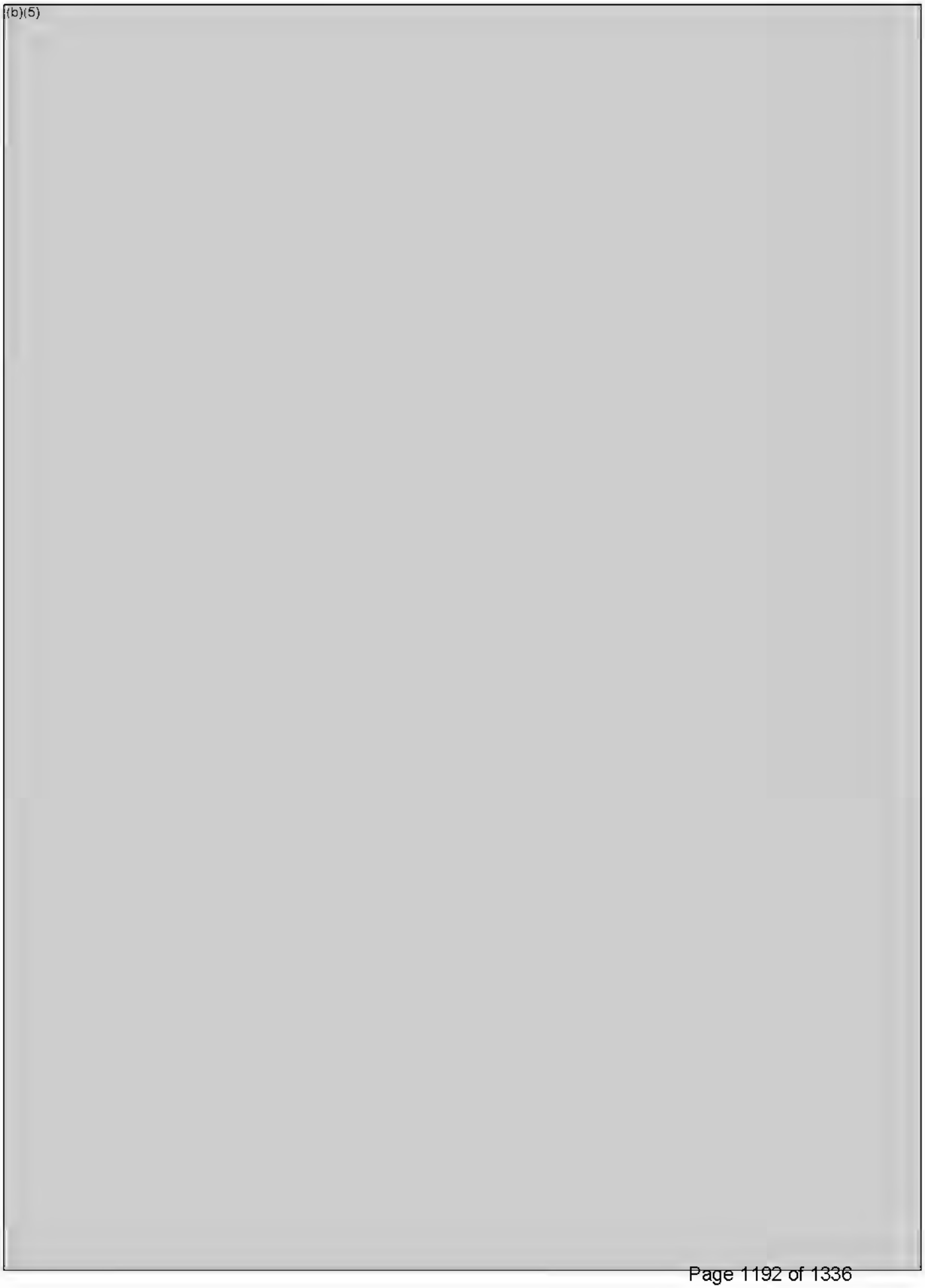
(b)(5)

(b)(5)

(b)(5)


(b)(5)

(b)(5)



(b)(5)

[redacted]


(b)(5)
(b)(5)


(b)(5)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Well done
Date: Thursday, September 24, 2015 11:22:57 AM

> From: (b)(6)
> Subject: Well done
> Date: Wed, 22 Jul 2015 06:49:49 +0300
> To: (b)(6)
>
> (b)(6) -- greetings from the Middle East. Heard you did great. You'll be on board soon. Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)
Subject: FW: phone call with REP Smith
Date: Thursday, September 24, 2015 11:16:52 AM

From: (b)(6)
Subject: Re: phone call with REP Smith
Date: Thu, 16 Jul 2015 08:05:40 -0400
To: (b)(6)
CC:

On way. Should be just in time

Sent from my iPhone

On Jul 16, 2015, at 8:03 AM, Lewis, Ronald LTG SD (b)(6) wrote:

Sir,
Reminder you have a the 0815 phone call with REP Adam Smith. Do you want me to delay it a couple minutes so you can get into the building?
Vr
Ron

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW:
Date: Thursday, September 24, 2015 11:15:10 AM

From: (b)(6)
Subject: Re:
Date: Sat, 18 Jul 2015 09:28:42 -0400
To: (b)(6)

Call cell now

Sent from my iPhone

On Jul 18, 2015, at 9:25 AM, Ron (b)(6) wrote:

> SD,
> I have a couple things for you. Let me know when you have time for a phone call.
> Vr
> Ron
>
> Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: My blackberry is apparently in the office charger...so call should be on cell
Date: Thursday, September 24, 2015 11:14:25 AM

From: (b)(6)
Subject: Re: My blackberry is apparently in the office charger...so call should be on cell
Date: Sat, 18 Jul 2015 12:41:02 -0400
To: (b)(6)

I'm on the street on cell

Sent from my iPhone

On Jul 18, 2015, at 12:40 PM, Ron (b)(6) wrote:

> Will ring you shortly. I'm holding on the line until they're set.
> Vr
> Ron
>
> Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone
>
> -------- Original message --------
> From: Ashton Carter
> Date:07/18/2015 10:07 (GMT-05:00)
> To: Eric HON SD Rosenbach , Ron Lewis , SecDef(b)(6)
> Subject: My blackberry is apparently in the office charger...so call should be on cell
>
> Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: From ash
Date: Thursday, September 24, 2015 10:52:53 AM

> From: (b)(6)
> Subject: From ash
> Date: Sun, 12 Jul 2015 16:04:31 -0400
> To: (b)(6)
>
> Hi (b)(6) - tnx for helping w sun valley. See u at (b)(6) dinner tmrw. Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Docs
Date: Thursday, September 24, 2015 10:52:18 AM

> From: (b)(6)
> Subject: Re: Docs
> Date: Fri, 3 Jul 2015 08:01:23 -0400
> To: (b)(6)
>
> I'll wait till (b)(6) comes in
>
> Sent from my iPad
>
> > On Jul 3, 2015, at 7:55 AM, Frandy, Eric CIV SD (b)(6) wrote:
> >
> > Sir,
> >
> > (b)(6) has not arrived yet. You have COCOM updates and another document. I can bring them down if you would like.
> >
> > VRE

From: Ashton Carter
To: SecDef (b)
Subject: FW: visit to (b)(6)
Date: Thursday, September 24, 2015 10:25:42 AM

> Subject: Re: visit to (b)(6)
> From: (b)(6)
> Date: Sun, 10 May 2015 17:34:36 -0400
> To: (b)(6)
>
> plz come down and (b)(6) will give you a few pages to scan and print
>
> Sent from my iPad
>
> > On May 10, 2015, at 5:29 PM, (b)(6) wrote:
> >
> > Sir, we don't have a xerox, but we can scan and print the document if that would suffice.
> >
> > V/R
> > (b)(6)
> >
> > Personal Security Officer
> > Office of the Secretary of Defense
> > Pentagon, Washington D.C.
> (b)(6)
>
>
>
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Sunday, May 10, 2015 05:22 PM
> > To: SD - SecDef PSO
> > Subject: visit to (b)(6)
> >
> > I will want to come up this evening (b)(5)
(b)(5) Also, I will want to xerox a document. Ash
> >
> > Sent from my iPad

From: Ashton Carter
To: SecDef (b)
Subject: FW: Acq reform (b)(6)
Date: Thursday, September 24, 2015 10:17:56 AM

From: (b)(6)
Subject: Re: Acq reform (b)(5)
Date: Thu, 7 May 2015 09:51:06 -0400
To: (b)(6)

(b)(5)

Sent from my iPhone

On May 7, 2015, at 8:50 AM, Frank Kendall (b)(6) wrote:

Ash,

(b)(5)

Frank

Frank Kendall

Falls Church, VA
(b)(6)

This electronic message transmission contains information which may be confidential or privileged. The information is intended to be for the use of the individual or entity named above. If you are not the intended recipient, be aware that any disclosure,copying, distribution or use of the contents of this information is prohibited.

If you have received this electronic transmission in error, please delete it and notify me by (b)(6) immediately.

-----Original Message-----
From: Ashton Carter (b)(6)
To: frnkkendl (b)(6)
Sent: Thu, May 7, 2015 8:14 am
Subject: Re: Acq reform (b)(6)

(b)(5)

Sent from my

iPhone

> On May 7, 2015, at 6:42 AM, (b)(6) wrote:
>
(b)(5)

> Frank
>
> Sent from my iPhone
>
>> On May 7,
2015, at 11:10 AM, Ashton Carter (b)(6) wrote:
>>
(b)(5)
Ash
>>
>> Sent from
my iPad
>>
>>> On May 7, 2015, at 2:29 AM, (b)(6) wrote:
>>>

>>> Ash
(b)(5)

>>> Frank
>>>

>>> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: DBB support for Ash Carter
Date: Thursday, September 24, 2015 10:18:36 AM

> From: (b)(6)
> Subject: Re: DBB support for Ash Carter
> Date: Thu, 7 May 2015 06:38:05 -0400
> To: (b)(6)
>
> Print out list and let's talk
>
> Sent from my iPad
>
> > On May 7, 2015, at 5:49 AM, Rosenbach, Eric HON SD (b)(6) wrote:
> >
> > Thanks sir -- would you like us to work the itinerary to have you meet with some of these people, if possible?
> > Best, Eric
> >
> > -----Original Message-----
> > From: Ashton Carter (b)(6)
> > Sent: Wednesday, May 06, 2015 6:10 PM
> > To: Rosenbach, Eric HON SD
> > Subject: Fwd: DBB support for Ash Carter
> >
> >
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> >
> >
> > From: (b)(6)
> > Date: May 5, 2015 at 9:56:45 AM EDT
> > To: Ashton Carter (b)(6)
> > Subject: FW: DBB support for Ash Carter
> >
> >
> >
> > Just so you know he was responsive.
> >
> > On 5/4/15 2:59 PM, "Howard Cox" (b)(6) wrote:
> >
> >
> >
> > In the past 6 months I visited Japan & Korea with Richard Haass,
> >
> >
> > President of the Council on Foreign Relations, India with Strobe
> >
> >
> > Talbott, President of Brookings and Vietnam several years ago with
> >

> >
> > Richard Haass. (b)(5)
> >
> >
> > (b)(5) Ash will get a very favorable
> >
> >
> > welcome in all three countries--they will all ask for US support
> >
> >
> > especially US technology. In each country we met senior military,
> >
> >
> > political and business leaders.
> >
> >
> > The following are a few contact ideas:
> >
> >
> >
> >
> >
(b)(5)

(b)(5)

> >
> > I am sending this only to you since I do not like to do a reply all with
> >

> >
> > some of this info.
> >
> >
> >
> >
> >
> > All the best,
> >
> >
> > Howard
> >
> >
> >
> >
> >
> > Howard Cox
> >
> > (b)(6)
> >
> >
> >
> >
> >
> >
> >
> >
> >
> > -----Original Message-----
> >
> > From: Michael Bayer (b)(6)
> >
> >
> > Sent: Sunday, May 03, 2015 8:08 AM
> >
> >
> > To: Bill Phillips ; Cynthia Trudell ; Danny Werfel ; David Langstaff;
> >
> >
> > Denis Bovin; Dov Zakheim ; Emil Michael; Howard Cox; Jack Zoeller ; Joe
> >
> >
> > Wright ; Kevin Walker ; Mark Ronald ; Nancy Killefer; Nick Pinchuk ; Phil
> >
> >
> > Odeen; Roxanne Decyk ; Shelly Lazarus ; Taylor Glover; John O'Connor ;
> >
> >
> > Sally Donnelly (b)(6)
> >
> >
> > Cc: (b)(6)
> >
> >
(b)(6)

> >
> > (b)(6)
> >
> >
> > Subject: DBB support for Ash Carter
> >
> >
> >
> >
> >
> > Dear Defense Business Board Members: As I wrote last week, in addition to
> >
> >
> > the ongoing work of the Board in support of Bob Work, the Deputy
> >
> >
> > Secretary, our other "customer" Ash Carter, is most interested in
> >
> >
> > having our help. One of the ways he will look our Board is for advice on
> >
> >
> > his global initiatives, one of which is strengthening maritime security
> >
> >
> > in the Asia Pacific Region. Later this month he will be traveling there
> >
> >
> > with time on the ground in Viet Nam, Singapore and India. (b)(5)
> >
> > (b)(5)
> >
> > (b)(5) Ash Carter well
> >
> >
> > understands so much of what happens in this region is animated by the
> >
> >
> > global and regional flows of commerce and investment; worlds uniquely
> >
> >
> > ours, and so would like our advice as to who he should see before he
> >
> >
> > departs, and who and what he should visit while there. As to specific
> >
> >
> > outputs - in addition to developing the lists of what to do there, I
> >
> >
> > would assemble a roundtable for Ash comprised of some of our members and
> >

> >
> > other non-member business leaders of our invitation, to discuss the
> >
> >
> > economic and trade issues we believe are key to a successful visit to
> >
> >
> > this region. This sort of task is not new to the Board, I invite Denis
> >
> >
> > Bovin, John O'Connor and others who served when I last chaired to
> >
> >
> > comment on the similar sessions we held with several Secretaries,
> >
> >
> > Deputies and Chairmen of the Joint Chiefs of Staff. I welcome your
> >
> >
> > individual responses by replying all so we can stimulate everyone's
> >
> >
> > thinking. If at all possible I would like your initial thoughts by this
> >
> >
> > Wednesday's eve. Thanks in advance, Michael Bayer
> >
> >
> >
> >
> >
> >
> >
> >

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Sco
Date: Thursday, September 24, 2015 10:17:33 AM

From: (b)(6)
Subject: Re: Sco
Date: Fri, 8 May 2015 18:04:29 -0400
To: (b)(6)

Done

Sent from my iPhone

On May 7, 2015, at 10:21 PM, (b)(6) wrote:

Ash:

(b)(5)

Sorry for the late response. Just got off a plane from LA.

Paul

Paul G. Kaminski
(b)(6)

In a message dated 5/7/2015 8:40:53 P.M. Eastern Daylight Time, (b)(6) writes:

Paul -- I'm seeing (b)(6) tmrw. (b)(5) Ash

Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: From Ash
Date: Thursday, September 24, 2015 10:15:24 AM

> From: (b)(6)
> Subject: From Ash
> Date: Sun, 3 May 2015 16:11:17 -0400
> CC: secdef (b)(6)
> To: (b)(6)
>
(b)(5)

> Tnx. Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Update?
Date: Thursday, September 24, 2015 10:13:34 AM

> From: (b)(6)
> Subject: Re: Update?
> Date: Mon, 4 May 2015 18:38:23 -0400
> To: (b)(6)
>
> Got it tnx Ron
>
> Sent from my iPhone
>
> > On May 4, 2015, at 6:37 PM, Lewis, Ronald MG SD (b)(6) wrote:
> >
(b)(5)
> > Ron
> >
> > -----Original Message-----
> > From: Ashton Carter (b)(6)
> > Sent: Monday, May 04, 2015 6:31 PM
> > To: Lewis, Ronald MG SD
> > Subject: Update?
> >
> (b)(5)
>
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Few things
Date: Thursday, September 24, 2015 9:58:36 AM

From: (b)(6)
Subject: Re: Few things
Date: Sat, 25 Apr 2015 12:20:09 -0400
To: (b)(6)
CC:

Waiting for blackberry to charge. Meanwhile (b)(5)
(b)(5)

Plz ask Christine and Marty to help clarify our policy before I make call.

You can cut and paste this. Ash

Sent from my iPad

On Apr 25, 2015, at 11:52 AM, Ron (b)(6) wrote:

> Copy and will send from Brian McKeon to your other account.
> Vr
> Ron
>
> Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone
>
> -------- Original message --------
> From: Ashton Carter
> Date:04/25/2015 11:41 (GMT-05:00)
> To: Ron
> Subject: Re: Few things
>
> 1600-1700 for call. Is there a RAH re (b)(5) What's the issue?
>
> Sent from my iPhone
>
> On Apr 25, 2015, at 10:58 AM, Ron (b)(6) wrote:

SD,

Morning. We're delivering a package for (b)(5) Trying to get the call set up before 1500 (is that a good window for you?) (b) office called me a few minutes ago. She may try to reach you on (b)(5) more to follow. How did it go last night?

Vr

Ron

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

From: Lewis, Ronald MG SD
To: (b)(6)
Subject: RE: I"m carrying just this cell phone
Date: Saturday, April 25, 2015 7:04:47 PM

Roger sir

Sent from my iPhone managed by BlackBerry Enterprise Service

---- Original Message ----

From: Ashton Carter (b)(6)
Date: April 25, 2015, 6:57 PM EDT
To: Lewis, Ronald MG SD (b)(6)
Subject: I'm carrying just this cell phone

Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(6)
Date: Thursday, September 24, 2015 9:57:11 AM

> From: (b)(6)
> Subject: (b)(6)
> Date: Sun, 19 Apr 2015 16:24:39 -0400
> To: (b)(6)
>
> (b)(6) told me last night she is coming too! I suggest seating them together somewhere in the plane. I'm not really going to have time to socialize, I'll be working on speech and (b)(6) Ash
>
> Sent from my iPad

From: Rosenbach, Eric HON SD
To: (b)(6)
Subject: Re: history
Date: Sunday, April 19, 2015 4:50:12 PM

Will do!

----- Original Message -----
From: Ashton Carter [mailto:(b)(6)
Sent: Sunday, April 19, 2015 04:26 PM
To: Rosenbach, Eric B HON (US)
Subject: history

E -- also re speech. (b)(5),(b)(6)
(b)(5) Ash

Sent from my iPad

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Follow Up
Date: Thursday, September 24, 2015 9:55:44 AM

> From: (b)(6)
> Date: Mon, 20 Apr 2015 17:17:52 -0400
> Subject: Re: Follow Up
> To: (b)(6)
>
> Hi z - I've asked the office to aim to do this. Meanwhile, your timing is perfect: I had lunch w penny p today and was telling her about the (b)(5) (b)(5) Ash
>
> Sent from my iPhone
>
> > On Apr 20, 2015, at 1:30 PM, Zoe Baird (b)(6) wrote:
> >
> > Dear Ash,
> >
> > (b)(6) Thanks for everything around your Phoenix trip. It was great to go out there with you and to hear your speech.
> >
> > I write to follow up on our conversation about the book release event in NYC scheduled for June 16. I know you won't be available to attend, but if it is possible for you to do a short video talking about the importance of the issues, that would be a valuable opening for the event. Let me know if this works, and if so what more you need. I can send you a galley copy of the book, for example. I've attached the first review.
> >
> > All the best,
> > Zoë
> > <Kirkus Review 4.14.15.docx>

KIRKUS REVIEW

An optimistic report on ways to harness the power of the digital age to create jobs for Americans.

In this rich compendium of information on new tools "to rework America, to rebuild the American dream," a bevy of business, technology, and other experts convened by the Markle Foundation explains that the same modern forces that have erased so many American jobs—technological leaps and globalization—can become the basis for a vast expansion of work opportunities. Data and analytics can help develop new jobs, and the Internet can better match employers and middle-skill workers. Novel ways can be found to categorize and credential talent for an increasingly "no-collar" world. Much of the book focuses on the need to overcome old mindsets and habits that dominate the world of work. Online connections are now making possible an explosive growth in commerce, say participants in the "Rework America" initiative. For example, a Brooklyn-based woman now transmits designs digitally to a shoe store in China, which custom-makes shoes with a 3-D printer. As better online platforms are developed, more American sellers will be able to reach foreign buyers. At home, an outdated labor market system fails to match employers and workers when it comes to fast-changing skills and job categories. Too often, companies engage in up-credentialing, requiring college-level skills for jobs, such as entry-level IT positions, that do not require them. On the other hand, college dropouts get little credit for the college work they have completed. Taking a more nuanced view of skill-to-job matching can generate many more needed middle-skills workers, an area expected to be the largest part of all future job growth. Other topics include the need to anticipate new kinds of training needs and find better methods for sharing data.

Policymakers will welcome this practical guide to overcoming "cultural hangovers" and allowing more Americans to participate in the benefits of our networked era.

https://www.kirkusreviews.com/book-reviews/rework-america/americas-moment/

Pub Date: June 16th, 2015	Publisher: Norton	Kirkus Reviews
ISBN: 978-0-393-28513-0	Review Posted	Issue: May 1st, 2015
Page count: 352pp	Online: April 14th, 2015	

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Common interest
Date: Thursday, September 24, 2015 9:55:59 AM

> From: (b)(6)
> Subject: Common interest
> Date: Mon, 20 Apr 2015 17:26:25 -0400
> To: (b)(6)
>
> Hi guys -- penny and I were talking about the american economic future today, and I told her about the Markle initiative and my work with it. I think you would benefit from meeting one another and discussing the economic future, the future of work, the American Dream, exports, etc. Best, Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: (b)(6)
Date: Thursday, September 24, 2015 9:55:07 AM

> From: (b)(6)
> Subject: Re: (b)(6)
> Date: Mon, 20 Apr 2015 18:05:45 -0400
> To: (b)(6)
>
> No she didn't, she's fine too, I was just confirming and didn't focus on fact that I'll be on hill, so all good. Tnx (b)(6)
>
> Sent from my iPhone
>
> > On Apr 20, 2015, at 6:01 PM, (b)(6) wrote:
> >
> > We have arranged for him to ride with (b)(6) (from the PentagonY You are going to Hill beforehand and logistically that wouldn't work.
> >
> > We coordinated with (b)(5) today and seemed good with that solution. If that is not the case and she voiced her concern with you privately we can readdress.
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Monday, April 20, 2015 05:57 PM
> > To: (b)(6)
> > Subject: (b)(6)
> >
> > Can ride w me out to Andrews from pent
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Catching up
Date: Thursday, September 24, 2015 9:54:26 AM

From: (b)(6)
Date: Tue, 21 Apr 2015 07:15:15 -0400
Subject: Fwd: Catching up
To: (b)(6)

Sent from my iPad

Begin forwarded message:

From: (b)(6)
To: "Ashton B. Carter"(b)(6) "Dr. Ashton B. Carter" (b)(6)
Cc: (b)(6)
Subject: Catching up

Dear Dr. Carter,

I hope you are doing well. We have been following through the DoD website and we know you are very busy.

Just wanted you let you know that I have reached out to your aide and asking to assist us with couple challenges issues for our warriors and families.

Please know that there is always room for improvement with some of the rules and regulations and laws, because most of them they don't accommodate our warriors and families. Most of them have a timeline in the recovery of submission of the paperwork, but not to blow off your mind some of them were never brief or offer at the time of hospitalization because the staff didn't know they exist.

I have a list of couple of the issues, I know you are very busy taking care of our nation but I am confident that your staff. can guide us to make this successful.

Hopefully one of this days we see you again, in the meantime please know you are always in our prayers and we hold you close to our hearts.

Lot's of love and hugs!

v/r

(b)(6)

"Warriors First"

Sent from my Sprint phone.

P.S (b)(6) Our God is awesome!
Army Strong!

<https://a.gfx.ms/i_safe.gif>

<https://a.gfx.ms/i_safe.gif>

<https://a.gfx.ms/i_safe.gif>

<https://a.gfx.ms/i_safe.gif>

<https://a.gfx.ms/i_safe.gif>

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<https://a.gfx.ms/i_safe.gif>

<https://a.gfx.ms/i_safe.gif>

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Sir, 1830 would be better with evening traffic.
Date: Thursday, September 24, 2015 9:53:49 AM

> From: (b)(6)
> Subject: Re: Sir, 1830 would be better with evening traffic.
> Date: Tue, 21 Apr 2015 18:18:23 -0400
> To: (b)(6)
>
> Rgr
>
> Sent from my iPhone
>
> > On Apr 21, 2015, at 5:57 PM, Frandy, Eric CIV SD (b)(6) wrote:
> >
> >

From: Ashton Carter
To: SecDef (b)
Subject: FW: Gtmo, dca camp David
Date: Thursday, September 24, 2015 9:53:42 AM

> From: (b)(6)
> Subject: Gtmo, dca camp David
> Date: Wed, 22 Apr 2015 07:11:00 -0400
> To: (b)(6)
>
>
>
> Sent from my iPad

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Micro input to very busy friend
Date: Thursday, September 24, 2015 9:52:44 AM

From: (b)(6)
Subject: Fwd: Micro input to very busy friend
Date: Sun, 12 Apr 2015 22:18:57 -0400
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: April 10, 2015 at 2:48:13 PM EDT
To: "'Ashton Carter'" (b)(6)
Subject: Micro input to very busy friend

Ash,

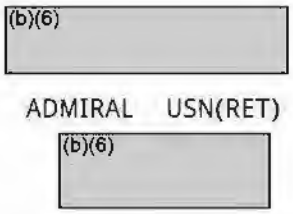
Foremost, safe travels as you exist in a high threat area almost all the time.

Data point (b)(5)
(b)(5)

Michael Bayer solicited some input from me re your next trek to S'pore. He has it.

You are the right guy to be where you are. You are in my prayers for any extra help available. And don't forget to laugh at it all from time to time.

(b)(6)


(b)(6)
ADMIRAL USN(RET)
(b)(6)

From:	Lewis, Ronald MG SD
To:	"Ashton Carter"
Subject:	RE: How did everything go (b)(5) Do you need anything tonight?
Date:	Wednesday, April 15, 2015 7:02:12 PM

---

copy

-----Original Message-----
From: Ashton Carter [mailto:(b)(6)
Sent: Wednesday, April 15, 2015 7:02 PM
To: Lewis, Ronald MG SD
Cc: SecDef(b)(6)
Subject: Re: How did everything go (b)(5) Do you need anything tonight?

Good. No im good. See you tmrw!

Sent from my iPhone

On Apr 15, 2015, at 7:00 PM, Lewis, Ronald MG SD (b)(6) wrote:

Vr
Ron

From: Rosenbach, Eric HON SD
To: (b)(6) Rosenbach, Eric B HON (US); (b)(6)
Cc: ; (b)(6)
Subject: Re: California
Date: Wednesday, April 15, 2015 9:02:40 PM

Sir:
I've already sent invites to (b)(6) and (b)(6) (you mentioned that on the plane) but not heard back yet. I got the contact info today for (b)(6) and (b)(6) and will send them notes tomorrow (b)(6) passed along that tip from (b)(6) Now we just need to get a great speech down on paper!
Eric

----- Original Message -----
From: Ashton Carter [mailto:(b)(6)
Sent: Wednesday, April 15, 2015 07:42 PM
To: Rosenbach, Eric B HON (US); (b)(6)
Cc: Eric Fanning (b)(6) ; Ron Lewis (b)(6)
Subject: California

(b)(5),(b)(6)

(b)(5),(b)(6) I am sure you are on this, but I thought they were good thoughts. Ash

Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Check other email account
Date: Thursday, September 24, 2015 9:51:34 AM

From: (b)(6)
Subject: Re: Check other email account
Date: Wed, 15 Apr 2015 20:17:18 -0400
To: (b)(6)

Not working. Will go outside and call you

Sent from my iPhone

On Apr 15, 2015, at 8:11 PM, Ron (b)(6) wrote:

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

From:	Ashton Carter
To:	SecDef (b)(
Subject:	FW: Article by Ambassador Blackwill on Lee Kuan Yew and Henry Kissinger
Date:	Thursday, September 24, 2015 9:51:28 AM
Attachments:	Blackwill_The National Interest_Lee Kuan Yew and Henry Kissinger.pdf ATT00001.htm

---

From: (b)(6)
Subject: Fwd: Article by Ambassador Blackwill on Lee Kuan Yew and Henry Kissinger
Date: Wed, 15 Apr 2015 20:53:47 -0400
To: (b)(6)

Plz print

Sent from my iPad

Begin forwarded message:

> From: (b)(6)
> Date: April 15, 2015 at 9:30:06 AM EDT
> To: (b)(6)
> Subject: Article by Ambassador Blackwill on Lee Kuan Yew and Henry Kissinger
> Reply-To: ldickey@cfr.org
>
> If you are unable to see the message below, click here to view <http://links.cfr.mkt5175.com/servlet/MailView?ms=NDg0NDExMzIS1&r=NzU3MzE3MjQ2NDES1&j=NjYxNjQwNzU4S0&mt=1&rt=0> .
>
> Dear Colleague,
>
> I am pleased to share with you a piece Ambassador Blackwill has written on Henry Kissinger and the late Lee Kuan Yew. The article is available from The National Interest and can be viewed in your web browser by clicking the following link. The full text is also attached as a PDF.
>
> Best,
> Lauren
>
> (b)(6)
> Research Associate, U.S. Foreign Policy
> Council on Foreign Relations
> 1777 F Street, NW
> Washington, DC 20006
> tel (b)(6)
> (b)(6) www.cfr.org

If you wish to opt out of receiving future emails, please click here.

<http://links.cfr.mkt5175.com/open/log/48432504/NzU1OTYxOTc3OTkS1/0/NjYxNTEyMTEzS0/1/0>

<http://links.cfr.mkt5175.com/open/log/48441132/NzU3MzE3MjQ2NDES1/0/NjYxNjQwNzU4S0/1/0>

Lee Kuan Yew and Henry Kissinger

By Robert D. Blackwill April 13, 2015

http://nationalinterest.org/feature/lee-kuan-yew-henry-kissinger-12621

As the debates rage along the Potomac regarding the Iran nuclear framework, ISIS, the Ukraine crisis, the rise of Chinese power and a half dozen other important U.S. foreign policy challenges, how better to think about these problems than to seek council from the two most impressive strategists of the post World War II era – the late Lee Kuan Yew and Henry Kissinger.

Lee and Kissinger were born a few months apart in 1923, Lee in Singapore and Kissinger in Furth, Germany. Both had deeply traumatic experiences in their teenage years. At 18, about to enter University, Lee watched Japan invade Malaya and conquer Singapore in less than two months, ending the myth of British Imperial invincibility and of white men's genetic superiority over Asians.

He lived under brutal Japanese occupation for four years. The Japanese introduced the system of "Sook Ching," "purge through purification" in Chinese, to get rid of those deemed to be anti-Japanese. The Sook Ching Massacre claimed the lives of between 25,000 and 50,000 ethnic Chinese in Singapore and Malaya. These men were rounded up, taken to deserted locations around the island and systematically killed.

Japanese soldiers patrolled the streets during occupation and residents had to bow to them when they passed by. The occupation had a life changing impact on young Lee, who recalled being followed by Japanese security personnel, and slapped and forced to kneel for failing to bow to a Japanese soldier. This is the barbarous environment in which Lee Kuan Yew lived between ages 18 and 22. As he stressed, "I learned about power long before Mao Zedong wrote that power came from the barrel of a gun."

As a boy in Furth, Germany, Henry Kissinger watched the rise of Hitler and Nazism. As one of his childhood friends said, "You can't grow up like we did and be untouched. Every day there was slurs in the streets, anti-Semitic remarks, calling you filthy names." He and his family fled Germany in 1938 to the United States when he was 15. He was 22 years old in

1945 when the World War II ended and many of his relatives in Germany had been murdered in Nazi gas chambers.

Thus both of these towering strategists came to understand at an early age in the most tragic possible way the endemic evil capacities of the human species; the frequent inability of "civilized forces" to anticipate and to counter such monsters; and the deadly effects on ordinary people of these savage regimes.

With their cataclysmic personal histories, it is perhaps unsurprising that the two men brought a sense of vulnerability to their adult lives, and came to conclude that the first protection that both responsible governments and ordinary people had against such malignant forces in the world could not be hopeful expectations based on man's idealistic humanity to man.

They judged that such protection could not be furnished by pious declarations like Neville Chamberlain's at Munich or those made frequently by every American president. It could not be based only on the rule of law, which disappeared in Germany in 1933, was never present in Imperial Japan and today exists in neither China nor Russia nor Iran. It could not be reflective of public opinion polls when in the late 1930's most Americans believed the United States should stay out of the European war, and today when the clear majority would like the U.S. to disengage from current Middle East conflicts even though ISIS lacks not the genocidal will but only the industrial-sized extermination machine of the Third Reich.

Having this historical and moral framework, Lee was persuaded that peace and prosperity is not the innate order of things. Regarding the future of Singapore he put it like this, "I was also troubled by the apparent overconfidence of a generation that has only known stability, growth and prosperity. I thought our people should understand how vulnerable Singapore was and is, the dangers that beset us, and how we nearly did not make it. Most of all, I hope that they will know that honest and effective government, public order and personal security, economic and social progress did not come about as the natural course of events."

Henry Kissinger has stressed and Lee Kuan Yew many times endorsed the proposition that maintaining in a determined and sustained way "a balance of power that enforces restraint where rules break down," to quote Kissinger, has given the world whatever order it has enjoyed since the 17th century.

With this geopolitical compass, Lee was profoundly pro-America. This was not because he concluded that the U.S. has a flawless society. Quite the contrary. He understood very well the many shortcomings of the U.S. governmental system and the inequalities that still plague American life.

But he was convinced that only the United States could maintain the balance of power in Asia in a fashion that preserved Singapore's freedom of choice regarding its domestic political, economic and social arrangements and its international policies. In Lee's mind there were no candidates in Asia or in the world except the United States to take on this essential strategic responsibility.

Lee had this preeminent strategic conviction in the 1960s and 1970s when he supported the U.S. military involvement in Vietnam because he thought that it gave Southeast Asian countries a decade of breathing space to build their defenses against internal and external Communist coercion. He had it throughout the Cold War as he endorsed U.S. balance of power policies in Asia to thwart aggressive Soviet designs.

And he had it in the context of the rise of China. He believed that, of course, China wished to erode American primacy and to replace the United States as the most powerful nation in Asia. LKY took that for granted. Knowing the Chinese leadership over decades better than any other outsider, he did not look to Beijing to alter that grand strategy.

Rather, he encouraged the United States to pursue policies that made such Chinese long-term hegemonic objectives impossible to accomplish. That is, he urged Washington to maintain the balance of power that had brought peace and prosperity to so many nations and benefited billions of ordinary Asian citizens.

When asked what leaders he most admired, Lee named former French President Charles de Gaulle, "because he had tremendous guts," Deng Xiaoping for executing China's rise, and Winston Churchill, "because any other person would have given up." Notice that all three of these great men, like Lee and Kissinger, personally witnessed the catastrophic results of the collapse of the balance of power in Europe and in Asia.

Is it any wonder then that Lee Kuan Yew and Henry Kissinger were close friends for six decades and that the 91-year-old Kissinger traveled across the globe to attend Lee's funeral. Kissinger observes, "I have had the privilege of meeting many world leaders over the past half-century; none, however, has taught me more than Lee Kuan Yew." The feeling was mutual.

Robert D. Blackwill is Henry A. Kissinger Senior Fellow for U.S. Foreign Policy at the Council on Foreign Relations, and a member of the Board of the Belfer Center for Science and International Affairs at Harvard Kennedy School. He is the co-author with Graham Allison of Lee Kuan Yew: The Grand Master's Insights on China, the United States, and the World.

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Tnx
Date: Thursday, September 24, 2015 9:50:12 AM

> From: (b)(6)
> Subject: Re: Tnx
> Date: Thu, 16 Apr 2015 21:19:10 -0400
> To: (b)(6)
>
> Yay, Tnx
>
> Sent from my iPad
>
> > On Apr 16, 2015, at 9:15 PM, Rosenbach, Eric HON SD (b)(6) wrote:
> >
> > It was great to chat with her - she has really, really smart ideas! We're going to collaborate more down the road.
> >
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Thursday, April 16, 2015 07:31 PM
> > To: Rosenbach, Eric B HON (US)
> > Subject: Tnx
> >
> > Hi e -- catching up w (b)(6) and really appreciate social/cyber report work! Ash
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)
Subject: FW: Drell Lecture
Date: Thursday, September 24, 2015 9:50:01 AM

> From: (b)(6)
> Subject: Re: Drell Lecture
> Date: Fri, 17 Apr 2015 17:35:10 -0400
> To: (b)(6)
>
> I think so
>
> Sent from my iPhone
>
> > On Apr 17, 2015, at 8:42 AM, (b)(6) wrote:
> >
> > How appropriate. Is he introducing you?
> >
> > (b)(6)

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: travel to CA
Date: Thursday, September 24, 2015 9:26:22 AM

From: (b)(6)
Subject: Fwd: travel to CA
Date: Thu, 9 Apr 2015 14:16:25 +0900
To: (b)(6)

To discuss

Sent from my iPhone

Begin forwarded message:

> From: Elizabeth Sherwood-Randall (b)(6)
> Date: April 8, 2015 at 10:46:00 AM GMT+9
> To: Carter Ashton (b)(6)
> Subject: travel to CA

It was great to be with you and Steph on Saturday p.m. I know you are in Asia for the next few days -- and it turns out I will be as well, as I will now travel with Penny to China on Friday while Ernie stays in the US to make the case on Iran on the Hill. (b)(6) asked tonight if he could fly with you to CA on the NAOC as you had proposed...how is it best to follow up on that proposal? Let us know if you can while you are on the road...or we can sort out after we are both back! Liz

From: Ashton Carter
To: SecDe (b)(6)
Subject: FW: Breakfast
Date: Thursday, September 24, 2015 9:25:21 AM

> From: (b)(6)
> Subject: Re: Breakfast
> Date: Sat, 11 Apr 2015 05:46:09 +0900
> To: (b)(6)
>
> Tnx
>
> Sent from my iPhone
>
> > On Apr 11, 2015, at 5:41 AM, (b)(6) wrote:
> >
> > I have passed that you are ready for morning read materials.
> >
> > Also email for Mayor Emanuel is
> >
> > (b)(6)
> >
> > This is he personal email address additionally his cell is (b)(6)
> >
> >
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Saturday, April 11, 2015 05:31 AM
> > To: (b)(6)
> > Subject: Re: Breakfast
> >
> > Sandwich on plane is fine, tnx. I'm up if they want to bring any reading. Tnx j
> >
> > Sent from my iPhone
> >
> >> On Apr 11, 2015, at 5:28 AM, (b)(6) wrote:
> >>
> >> Would you like a quick breakfast here at the hotel or would the breakfast sandwich on the aircraft be okay?

From: Lewis, Ronald MG SD
To: Ashton Carter
Subject: RE: meeting request
Date: Friday, April 10, 2015 7:04:00 PM

Tracking sir

-----Original Message-----
From: Ashton Carter [mailto:(b)(6)
Sent: Friday, April 10, 2015 6:59 PM
To: Lewis, Ronald MG SD
Subject: Fwd: meeting request

Ron -- this might be interesting. Let's book a half hour with him in the next few weeks. Ash

Sent from my iPhone

Begin forwarded message:

> From: (b)(6)
> Date: April 10, 2015 at 11:34:00 PM GMT+9
> To: (b)(6)
> Subject: meeting request
>
> Ash,
> I would appreciate it if you would meet with me concerning (b)(5)
> Best,
> (b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(6)
Date: Thursday, September 24, 2015 9:25:01 AM

> From: (b)(6)
> Subject: (b)(6)
> Date: Sat, 11 Apr 2015 08:12:31 +0900
> To: (b)(6)
>
> Also invite to Iran dinner
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Erin burnett
Date: Thursday, September 24, 2015 9:24:56 AM

> From: (b)(6)
> Subject: Erin burnett
> Date: Sat, 11 Apr 2015 12:27:22 +0900
> To: (b)(6)
>
> Can Brent give me link to watch on desktop here?
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: AHS 40th Reunion!
Date: Thursday, September 24, 2015 9:18:39 AM

From: (b)(6)
Subject: Fwd: AHS 40th Reunion!
Date: Sat, 11 Apr 2015 17:19:39 -1000
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: April 11, 2015 at 11:28:00 AM HST
To: (b)(6)
Subject: AHS 40th Reunion!

Ash,

Congratulations on your confirmation as Secretary Of Defense. We are thrilled of your most recent accomplishment.

I saw that you visited our school last week and spoke to the students at Abington. It must have been so inspiring for them.

I was hoping that you could send me your challenge coin, for my daughter (b)(6) USN, nurse, (and her Mother, who would love one also.) (b)(6) left active duty and went into the reserves, but still wanted to take care of our military vets as her career (b)(6) (b)(6) to continue taking care of our military vets.

As you can see, I'm very proud of her accomplishments, and I know your coin would mean so much to her. General Allen personally gave her his, on the Comfort USNS when she was in Haiti, but we know yours tops his!

My address is:

(b)(6)

Your old homeroom classmate

Keep us safe, Congrats again!

(b)(6)

-----Original Message-----
From: Ashton Carter (b)(6)
To: (b)(6)
Sent: Fri, Dec 7, 2012 8:04 am
Subject: Re: AHS 40th Reunion!

Hi (b)(6) -- it was terrific to see everyone! For sure I will send coins along!
Best, ash
Sent from my Verizon Wireless BlackBerry

-----Original Message-----
From: (b)(6)
Date: Wed, 5 Dec 2012 12:35:06
To: (b)(6)
Subject: AHS 40th Reunion!

Ash,

Just wanted to send you a quick note, thanking you for creating all the excitement at our recent reunion. It's so wonderful to see someone from our class, that is so successful, and has such incredible accomplishments.

I would like to know if you have a Challenge Coin, and any possibility of you sending me one. My daughter, (b)(6) USN nurse, has coins from all over the world during her deployments. (b)(6) (b)(6) (b)(6) She is seeking employment at a Veterans Hospital because see wants to continue to care for our military.

If possible, I would love to show her your coin. It was great seeing you, and thanks again for coming.

Keep us safe,

(b)(6)

From: (b)(6)
Subject: Fwd: John Steinbruner
Date: Sun, 12 Apr 2015 13:12:59 -1000
To: (b)(6)

I need to do this, maybe more if there is a ceremony at Brookings or w his wife (b)(6) Ash

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: April 12, 2015 at 6:06:05 AM HST
To: Ashton Carter (b)(6)
Subject: John Steinbruner

Ash,

Not sure if you were on the d-list for this, but I am sure you would want to know.

(b)(6)

------ Forwarded Message
From: (b)(6)
Date: Wed, 8 Apr 2015 16:23:15 +0000
To: (b)(6)
Subject: Sending messages of support to John Steinbruner

(b)(6)


(b)(6)
(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Ready when you are
Date: Thursday, September 24, 2015 9:17:48 AM

> From: (b)(6)
> Subject: Ready when you are
> Date: Sun, 12 Apr 2015 13:33:53 -1000
> CC: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: For monday
Date: Thursday, September 24, 2015 9:16:15 AM

> From: (b)(6)
> Subject: For monday
> Date: Fri, 3 Apr 2015 20:37:04 -0400
> To: (b)(6)
>
> Hi (b)(6) thanks so much for today's celebration of (b)(6) and for taking care of next week's trip. Can you also please let (b) meet the plane in calif in three wk's like (b)(6) did? Happy easter, and happy birthday to (b)(6) ! Ash
>
> Sent from my iPad

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: For monday
Date: Thursday, September 24, 2015 9:14:58 AM

> From: (b)(6)
> Subject: Re: For monday
> Date: Sun, 5 Apr 2015 14:30:47 -0400
> To: (b)(6)
>
> Tnx
>
> Sent from my iPhone
>
> > On Apr 5, 2015, at 12:08 PM, (b)(6) wrote:
> >
> > I think that I have it in the brick.
> >
> > ----- Original Message -----
> > From: Ashton Carter (b)(6)
> > Sent: Saturday, April 04, 2015 06:09 PM
> > To: (b)(6)
> > Subject: For monday
> >
> > Hi (b)(- if you have pix and letters from Abington (in Manila clasp envelope) Plz bring Monday. Tnx
> >
> > Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Three quick ones
Date: Thursday, September 24, 2015 9:15:09 AM

> From: (b)(6)
> Subject: Re: Three quick ones
> Date: Sun, 5 Apr 2015 11:42:10 -0400
> To: (b)(6)
>
> (b)(6) sent you text re speech- wanted your advice.
>
> Sent from my iPhone
>
> > On Apr 5, 2015, at 11:37 AM, Lewis, Ronald MG SD (b)(6) wrote:
> >
> > Tracking all.
> > Vr
> > Ron
> >
> > Sent from my iPhone managed by BlackBerry Enterprise Service
> >
> > ---- Original Message ----
> >
> > From: Ashton Carter (b)(6)
> > Date: April 5, 2015 11:22 AM EDT
> > To: Sally Donnelly (b)(6)
> > CC: Eric Fanning (b)(6) Lewis, Ronald MG SD (b)(6)
> > Subject: Re: Three quick ones
> >
> > Eric and Ron -- separately, I am editing speech which is too clunky. I will takes edited version to control room in a few hours to return to speechwriters to turn again today. Then again on the plane. So at this rate press will not get an advance copy. Ash
> >
> > Sent from my iPad
> >
> > On Apr 4, 2015, at 10:16 PM, Sally Donnelly (b)(6) wrote:
> >
> > Ash,
> > Hope all is well. Know you are busy so will keep short:

(b)(5),(b)(6)

(b)(5)

> > Albest,
> > Sally
> >
> >
> > --
> > Sally Donnelly
> > CEO
> > SBD Advisors
> > 1747 Pennsylvania Ave NW
> > Washington, DC 20008
> > (b)(6)
> >

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: (b)(6) Plz come down to pick something up
Date: Thursday, September 24, 2015 9:15:02 AM

> From: (b)(6)
> Subject: (b)(6) Plz come down to pick something up
> Date: Sun, 5 Apr 2015 15:52:06 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDe(b)
Subject: FW: Observations from Boao and Beijing
Date: Thursday, September 24, 2015 9:12:58 AM

From: (b)(6)
Subject: Re: Observations from Boao and Beijing
Date: Thu, 9 Apr 2015 14:15:13 +0900
To: (b)(6)

Thanks my friend. Timely, since I'm in Asia now. All the best, Ash

Sent from my iPhone

On Apr 9, 2015, at 8:04 AM, Reuben Jeffery (b)(6) wrote:

Dear Ash

Hope you are settling in to your new responsibilities. No rest for the weary!

I'm sure you get millions of gratuitous emails like this, but just in case, I thought you might be interested in the attached notes from a recent business trip I took to Beijing, Seoul and Tokyo. These relate to the China portion. Kind of interesting, the vibes one gets on these sorts of visits.

I write these up really just for our own use and records here at RockCo but thought you might find some of the observations of interest even though the focus is on adjacencies to your world. Please treat as business confidential.

All best,

reuben

From: (b)(6)
Sent: Wednesday, April 08, 2015 6:20 PM

To: Jeffery, Reuben; Reuben Jeffery
Subject: Observations from Boao and Beijing

This message and all documents that accompany it are intended only for the use of the person to which it is addressed and may contain confidential or privileged information. Please note that any unauthorized dissemination or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by return e-mail and delete all copies of the message. If you are the intended recipient, we remind you that electronic mail on the Internet is not secure and that our e-mail communications are not encrypted or otherwise protected, unless specifically requested.

<Observations from Boao and Beijing.docx>

Observations from Boao and Beijing

March 26-31, 2015

(b)(5)



(b)(5)

(b)(5)

(b)(5)

(b)(5)


(b)(5)

(b)(5)

RJeffery

April 8, 2015

Word count: 1628

From:	Ashton Carter
To:	SecDef (b)(6)
Subject:	FW: Call my cell when u have a minute
Date:	Thursday, September 24, 2015 9:12:41 AM

> From: (b)(6)
> Subject: Call my cell when u have a minute
> Date: Sun, 29 Mar 2015 15:54:08 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Fanning, Eric HON SD
To: (b)(6)
Cc: Lewis, Ronald MG SD
Subject: Re: Changes
Date: Sunday, March 29, 2015 5:35:47 PM

Will do!

---- Original Message ----

From: Ashton Carter (b)(6)
Date: March 29, 2015, 5:04 PM EDT
To: Fanning, Eric HON SD (b)(6)
CC: Lewis, Ronald MG SD
Subject: Re: Changes

Re Guthrie interview tmrw, make sure (b)(6) has some thought out strategy for it to covey enroute. Tnx

Sent from my iPhone

> On Mar 29, 2015, at 12:01 PM, Fanning, Eric HON SD (b)(6) wrote:
>
(b)(5)

> Rosenbach starts officially tomorrow and is already planning on joint the trip next week.
>
> Best,
>
> Eric
>
>
>
>
> ---- Original Message ----
>
> From: Ashton Carter (b)(6)
> Date: March 29, 2015, 11:24 AM EDT
> To: Fanning, Eric HON SD (b)(6)
> CC: Lewis, Ronald MG SD
> Subject: Changes
>
> E - personnel items to do before asia
> 1. (b)(5)
> 2 (b)(5)
(b)(5)

> 3. Rosenbach to go on trip to cut his teeth
>
> Plz advise. Tnx. Ash
>

> Sent from my iPhone

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Connecting when you're at Facebook
Date: Thursday, September 24, 2015 9:12:19 AM

From: (b)(6)
Subject: Fwd: Connecting when you're at Facebook
Date: Sun, 29 Mar 2015 17:06:33 -0400
To: (b)(6)

For Eric Rosenbach to put on calif list

Sent from my iPhone

Begin forwarded message:

> From: Sheryl Sandberg (b)(6)
> Date: March 28, 2015 at 10:41:53 AM EDT
> To: Ashton Carter (b)(6)
> Cc: (b)(6)
> Subject: RE: Connecting when you're at Facebook
>
> Great – so excited for you and glad you are visiting. Here to help if I can do anything to help.
>
> From: Ashton Carter (b)(6)
> Sent: Saturday, March 28, 2015 5:15 AM
> To: Sheryl Sandberg
> Cc: (b)(6)
> Subject: Re: Connecting when you're at Facebook
>
> Thanks Sheryl. I was so sorry to leave my new California home...!. I am indeed planning a trip. I'm looking for good ideas to link the Valley and WDC in many dimensions, so I welcome your thoughts. I've got the msg re 23rd and will hope it works out to see you. All the best, Ash
>
> Sent from my iPad
>
> On Mar 23, 2015, at 9:24 AM, Sheryl Sandberg (b)(6) wrote:
>
> Secretary Carter,
>
> I hope you are well.

I heard from (b)(6) your former cubicle-mate who is now on our media partnerships team, that you are considering a trip to Facebook on April 23rd or 24th. I'd love to have the opportunity to meet when you're on campus. I am here on April 23 but not on April 24 – so hoping that April 23 turns out to be your visiting day. I would love to talk to you about the work I am doing across the military with women. And of course the chance to catch up and hear how your new job is!

I've copied (b)(6) to work with your team on timing. And let me know if I can help in any way with your trip out here.

My very best,

Sheryl

sheryl sandberg | chief operating officer | facebook

1 hacker way | menlo park, ca | 94025

(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Def pol board
Date: Thursday, September 24, 2015 9:12:04 AM

> From: (b)(6)
> Subject: Re: Def pol board
> Date: Sun, 29 Mar 2015 17:07:21 -0400
> To: (b)(6)
>
> Of course. How soon we forget!
>
> Sent from my iPhone
>
> > On Mar 29, 2015, at 2:58 PM, Elizabeth Sherwood-Randall (b)(6) wrote:
> >
(b)(5),(b)(6)
> >
> >> On Mar 29, 2015, at 11:38 AM, Ashton Carter wrote:
> >>
> >> Tnx. Remind me about (b)(5)
(b)(5)
> >>
> >> Sent from my iPhone
> >>
> >>> On Mar 29, 2015, at 11:36 AM, Liz Sherwood-Randall (b)(6) wrote:
> >>>
(b)(5)
> >>>
> >>> Sent from my iPhone
> >>>
> >>>> On Mar 29, 2015, at 11:27 AM, Ashton Carter (b)(6) wrote:
> >>>>
> >>>> Greatness -- ideas for new and younger members? (b)(5)
(b)(5) Others?
> >>>>
> >>>> Sent from my iPhone
> >

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW:
Date: Thursday, September 24, 2015 9:11:58 AM

From: (b)(6)
Subject: Re: Fwd:
Date: Sun, 29 Mar 2015 17:19:37 -0400
To: (b)(6)

(b)(6) is already on my screen. I want to know more like him

Sent from my iPhone

On Mar 29, 2015, at 5:18 PM, Dov Zakheim (b)(6) wrote:

As you know, my (b)(6) talks to Bob Work--I'll ask him who in his generation can be helpful (and is not overly ideological)

On Sun, Mar 29, 2015 at 5:05 PM, Ashton Carter (b)(6) wrote:

It will (b)(5)
(b)(5)
(b)(5) Ash

Sent from my iPhone

On Mar 28, 2015, at 8:59 PM, Dov Zakheim (b)(6) wrote:

Thanks. I take it office will get back to me.

Let me know if i can be of any use to you.

D.

On Sat, Mar 28, 2015 at 8:09 AM, Ashton Carter (b)(6) wrote:

Thanks brother. Hope you are well. (b)(6) send sends best. Office is working dates. Appreciate all you do for DOD. Ash

Sent from my iPad

On Mar 27, 2015, at 3:30 PM, Dov Zakheim (b)(6) wrote:

Hi Mr. Secretary,

I am writing to ask if you might be willing to be the honoree at the Center for the National Interest's Annual Dinner in DC. (I am Vice-Chairman of the Center).In the past we honored Bill Cohen and Bob Gates when they held office as SecDef. We have also honored Mike Mullen, when he was CJCS (he is now a member of our board) and, at another dinner, Dave Petraeus when he was CIA Director. We have also honored a number of Senators, including then-Senate Arms Service Committee Chairman, John Warner and earlier Senator John McCain.

We normally hold our dinner in June, but can do it in September if that better suits your schedule.

I really hope you're willing to do this.

Warmest regards to Stephanie

I hope to see you soon,

Dov

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Did you want media? No word in local press but perhaps that is the plan
Date: Thursday, September 24, 2015 9:11:43 AM

From: (b)(6)
Subject: Fwd: Did you want media? No word in local press but perhaps that is the plan
Date: Sun, 29 Mar 2015 20:32:32 -0400
To: (b)(6)

Sent from my iPad

Begin forwarded message:

> From: (b)(6)
> Date: March 29, 2015 at 6:30:03 PM EDT
> To: Ashton Carter (b)(6)
> Subject: Did you want media? No word in local press but perhaps that is the plan
>
> Sent from my iPad

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: good news
Date: Thursday, September 24, 2015 9:10:53 AM

From: (b)(6)
Subject: Re: good news
Date: Tue, 31 Mar 2015 20:26:31 -0400
To: (b)(6)

Good. I am a huge supporter. Make that known to everyone. Let me know how and when to support. So proud of you. Ash

Sent from my iPhone

On Mar 31, 2015, at 8:23 PM, (b)(6) wrote:

Ash,

(b)(5),(b)(6)

From: Ashton Carter
To: SecDe(b)(6)
Subject: FW: Sam / promo
Date: Thursday, September 24, 2015 9:10:24 AM

> From: (b)(6)
> Subject: Re: Sam / promo
> Date: Wed, 1 Apr 2015 10:17:25 -0400
> To: (b)(6)
> CC:
>
> Yes
>
> Sent from my iPhone
>
> > On Apr 1, 2015, at 8:31 AM, Lewis, Ronald MG SD (b)(6) wrote:
> >
> > I'll work it ASAP. Is Steph in town the rest of this week?
> > Vr
> > Ron
> >
> > -----Original Message-----
> > From: Ashton Carter (b)(6)
> > Sent: Wednesday, April 01, 2015 7:59 AM
> > To: Lewis, Ronald MG SD (b)(6)
> > Subject: Fwd: Sam / promo
> >
> > When can we do this in pent?
> >
> > Sent from my iPad
> >
> > Begin forwarded message:
> >
> >
> >
> > From: (b)(6)
> > Date: April 1, 2015 at 7:02:57 AM EDT
> > To: Ashton Carter (b)(6)
> > Subject: Sam / promo
> >
> >
> >
> > Hi Sir - As of last week, I'm officially a 2-star. Out of custom, I'm electing not to wear the rank until I get pinned and retake the oath. Please let me know If you have any spare time to pin me with (b)(6) and administer the oath. Can do it anywhere you'd like; over dinner, your office..... We'd love to link up with you and Steph for dinner. Totally understand if you're too busy. By the way, great trip. Caught some of the coverage. I know MG Bannister greatly appreciated your visit to 10th Mountain. We're good friends; served together in Afghanistan.
> >
> > V/R
> > Sam
> >
> >
> >

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Enroute
Date: Thursday, September 24, 2015 9:09:51 AM

> From: (b)(6)
> Subject: Enroute
> Date: Thu, 2 Apr 2015 08:24:56 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Meeting with VP Komura
Date: Thursday, September 24, 2015 9:09:31 AM

From: (b)(6)
Subject: Fwd: Meeting with VP Komura
Date: Thu, 26 Mar 2015 06:28:26 -0400
To: (b)(6)

Sent from my iPad

Begin forwarded message:

> From: SASAE KENICHIRO (b)(6)
> Date: March 25, 2015 at 9:54:32 PM EDT
> To: "'Ashton Carter'" (b)(6)
> Subject: Meeting with VP Komura
>
> Dear Ash,
>
> I fully understand how terribly busy you are, but there is one important favor I would like to ask you. Mr. Komura, Vice President of LDP and two time foreign minister, will be visiting Washington from tomorrow until Saturday. He is a key figure in advancing the security agenda of Prime Minister Abe as the number two of the LDP and with his close relationship to the Prime Minister. We have been requesting a meeting with you but were informed today that VP Komura will only be able to meet with Deputy Secretary Work tomorrow at 1:00pm. VP Komura's meeting with you matters very much to us. It especially matters in terms of managing the relationship between Washington and Tokyo. I really wish that you could take time, even if it is a short one, to meet with him. I would really appreciate your consideration on this.
>
> Ken Sasae
> Ambassador of Japan

From:	Lewis, Ronald MG SD
To:	"Ashton Carter"
Cc:	SecDef (b)(6)
Subject:	RE: Question for later
Date:	Thursday, March 26, 2015 7:15:14 AM

---

roger

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Thursday, March 26, 2015 7:05 AM
To: Lewis, Ronald MG SD
Cc: SecDef (b)(6)
Subject: Question for later

Need to discuss (b)(5)

Sent from my iPad

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Sir, we have your Ops and Intel documents availabl...
Date: Thursday, September 24, 2015 9:08:26 AM

> From: (b)(6)
> Subject: Re: Sir, we have your Ops and Intel documents availabl...
> Date: Sun, 29 Mar 2015 11:08:00 -0400
> To: (b)(6)
>
> You can bring up now
>
> Sent from my iPhone
>
> > On Mar 29, 2015, at 10:47 AM, (b)(6) wrote:
> >
> > Sir, we have your Ops and Intel documents available. Please let me know when you would like them and we will get them to you.

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: 2 things
Date: Thursday, September 24, 2015 9:08:11 AM

> From: (b)(6)
> Subject: 2 things
> Date: Sun, 29 Mar 2015 11:15:42 -0400
> To: (b)(6)
>
> Ron --
> 1. Plz respond to Zelikow
> 2. Plz give speechwriter (b)(6) notice that I will be turning speeches and sending them to pent this aft. (b)(5)
(b)(5)
(b)(5) Can you pass this in advance to (b)(6) and (b)(6) or whoever?
> 3. What p and r expert is coming with me?
>
> Sent from my iPhone

From: Ashton Carter
To: SecDe (b)(6)
Subject: FW: Sipr
Date: Thursday, September 24, 2015 9:07:27 AM

> From: (b)(6)
> Subject: Sipr
> Date: Sun, 29 Mar 2015 12:39:21 -0400
> To: (b)(6)
>
> (b)(6) I want to come up to (b)(6) to type a sipr email to gen Lewis ok?
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Date: Thursday, September 24, 2015 9:06:13 AM

> From: (b)(6)
> Date: Sun, 29 Mar 2015 14:56:28 -0400
> To: (b)(6)
>
> (b)(6) -- I have speech to go back to pent. Still working on package to go out to gen Lewis. Do you want to come down and get the first while I work on the second?
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)
Subject: FW: Question
Date: Thursday, September 24, 2015 9:05:58 AM

> From: (b)(6)
> Subject: Question
> Date: Sun, 29 Mar 2015 15:44:18 -0400
> To: (b)(6)
>
> Ron -- just double checking: (b)(5) right?
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Chris Isham
Date: Thursday, September 24, 2015 9:05:37 AM

From: (b)(6)
Subject: Fwd: Chris Isham
Date: Wed, 18 Mar 2015 13:10:41 -0400
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: Ashton Carter (b)(6)
> Date: March 18, 2015 at 1:10:01 PM EDT
> To: Geoff Morrell (b)(6)
> Subject: Re: Chris Isham
>
> My criterion is somebody who will invite (b)(6) too! Hope you are well brother. I will see gates fri nite. Ash
>
> Sent from my iPhone
>
> > On Mar 18, 2015, at 10:37 AM, Geoff Morrell (b)(6) wrote:
> >
> > Ash
> >
> > I had breakfast with Chris Isham, the CBS News bureau chief here in DC. He is a former colleague from ABC News and a terrific guy. Very sharp on intel and national security issues. He tells me they invited you to the WHCA dinner next month. If you are considering going he/they would be a good choice as I think they are the most serious of the TV networks about covering your issues. If you have other plans then may be worth arranging a meeting/meal with Chris when time permits. Just a thought. No pressure.
> >
> > Hope all is well.

Best, Geoff

Geoff Morrell

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: following up
Date: Thursday, September 24, 2015 9:05:27 AM

From: (b)(6)
Subject: Re: following up
Date: Fri, 20 Mar 2015 13:57:41 -0400
To: (b)(6)

Rgr

Sent from my iPhone

On Mar 20, 2015, at 11:25 AM, (b)(6) wrote:

Ash: received green light (b)(5) Just have someone send me the paperwork, etc. thanks. (b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Asu trip
Date: Thursday, September 24, 2015 9:05:06 AM

> From: (b)(6)
> Subject: Asu trip
> Date: Sat, 21 Mar 2015 18:48:11 -0400
> To: (b)(6)
>
> Hi z -- enroute Asia on April 6. I'm stopping at asu to give a speech at the McCain institute. Wanted you to know. I picked cause of (b)(6) Wanna come too? Ash
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: How was Brent"s parrty?
Date: Thursday, September 24, 2015 9:04:19 AM

> From: (b)(6)
> Subject: Re: How was Brent's parrty?
> Date: Tue, 24 Mar 2015 06:30:05 -0400
> To: (b)(6)
>
> I known. (b)(6)
>
> Sent from my iPad
>
> > On Mar 23, 2015, at 9:58 PM, Fanning, Eric HON SD (b)(6) wrote:
> >
> > Boss - we've not gone radio silent with Peter. Brent and I each met him, and there have been mutiple other conversations. I told him we had other candidates to interview. The final interview is Wednesday, then Brent and I will review the bidding with you. As I said before, Peter will definitely be one of the people we recommend you meet.
> >
> > Best,
> >
> > Eric
> >
> >
> >
> >
> > ---- Original Message ----
> >
> > From: Ashton Carter (b)(6)
> > Date: March 23, 2015, 9:35 PM EDT
> > To: Fanning, Eric HON SD (b)(6)
> > Subject: Fwd: How was Brent's parrty?
> >
> >
> >
> > Sent from my iPad
> >
> > Begin forwarded message:
> >
> > From: Geoff Morrell (b)(6)
> > Date: March 23, 2015 at 8:10:51 PM EDT
> > To: Ashton Carter (b)(6)
> > Subject: Re: How was Brent's parrty?
> >
> > Terrific.
> > I know you got your hands full, but when you get a chance please just let me know if you aren't interested in Peter so I can at least tell the guy you are going in a different direction.
> > Thanks, Geoff
> >
> >
> > On Mon, Mar 23, 2015 at 8:07 PM, Ashton Carter
> (b)(6) wrote:
> > So good to see gates. He gave great remarks!

> >
> > Sent from my iPhone
> >
> > On Mar 23, 2015, at 12:31 PM, Geoff Morrell
<(b)(6) wrote:
>
> > Did you have a good time with Gates?
> > Any update on PressSec thinking?
> > Your team has gone silent with Peter Cook so he reached out asking if I had heard anything.
> > Still think it would be good for you to meet him before making any decisions.
> > Best, Geoff
> >
> > --
> > Geoff Morrell
> > (b)(6)
(b)(6)
> >
> >
> >
> > --
> > Geoff Morrell
> > (b)(6)
(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Telcon
Date: Thursday, September 24, 2015 9:04:59 AM

From: (b)(6)
Subject: Re: Telcon
Date: Sun, 22 Mar 2015 13:42:58 -0400
To: (b)(6)
CC:

I am. Tnx Paul

Sent from my iPhone

On Mar 22, 2015, at 8:39 AM, (b)(6) wrote:

> Ash:
>
> I recommend that you request a short update from (b)(6)
>
> Paul
>
> Paul G. Kaminski
> (b)(6)
>
> In a message dated 2/16/2015 5:04:35 P.M. Eastern Standard Time, (b)(6) writes:
>
> > Thanks Paul. Interesting idea (b)(5)
> >
> > Sent from my iPhone
> >
> > On Feb 16, 2015, at 10:07 AM, (b)(6) wrote:
> >
> > Hi Ash:
> >
> > 2 Personnel items and 1 health item.

(b)(5)

(b)(5)

(b)(6)

Warm regards,

Paul

Paul G. Kaminski
(b)(6)

In a message dated 2/8/2015 2:33:28 P.M. Eastern Standard Time,
(b)(6) writes:

(b)(5)

Sent from my iPhone

On Feb 8, 2015, at 2:11 PM, (b)(6)

Ash:

(b)(5),(b)(6)

Paul

Paul G. Kaminski
(b)(6)

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Are you headed back to ABINGTON?
Date: Thursday, September 24, 2015 9:04:28 AM

From: (b)(6)
Subject: Fwd: Are you headed back to ABINGTON?
Date: Mon, 23 Mar 2015 21:37:31 -0400
To: (b)(6)

Plz keep him in touch w plans. Tnx

Sent from my iPad

Begin forwarded message:

> From: (b)(6)
> Date: March 23, 2015 at 8:15:10 PM EDT
> To: Ashton Carter (b)(6)
> Subject: RE: Are you headed back to ABINGTON?
>
> When?
>
> (b)(6)
>
> Yale School of Management
>
> P.O. Box 208200 | 165 Whitney Ave.
>
> New Haven, CT 06520-8200 | 06511
>
> (b)(6)
>
> From: Ashton Carter (b)(6)

Sent: Monday, March 23, 2015 8:06 PM
To: (b)(6)
Subject: Re: Are you headed back to ABINGTON?

Yes. Can u come?

Sent from my iPhone

On Mar 23, 2015, at 5:47 PM, (b)(6) wrote:



Yale School of Management

P.O. Box 208200 | 165 Whitney Ave.

New Haven, CT 06520-8200 | 06511



From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Message
Date: Thursday, September 24, 2015 9:04:10 AM

From: (b)(6)
Subject: Fwd: Message
Date: Wed, 25 Mar 2015 07:05:57 -0400
To: (b)(6)

Sent from my iPad

Begin forwarded message:

From: (b)(6)
Date: March 25, 2015 at 2:13:34 AM EDT
To: "Ash Carter" (b)(6)
Subject: Message
Reply-To: (b)(6)

Dear Ash:

Zalmay Khalilzad whom I have known for a very long time asked me whether I had a private email address he could use to correspond with you. I told him I would check but before I had a chance to do so with you, he sent me the following message and asked if I could pass it on. If there is an email address you would like me to send him, please let me know. Should you wish to respond to him directly, his email address is (b)(6)

(b)(6)

//////////

Can you forward this from me?

Subject: Message for Ash Carter

Dear Ash,

I wanted to send you my belated congratulations on your important appointment and wish you success in dealing with all the important issues before you.

I am also writing on behalf of the Center for the National Interest, headed by Dimitry Simes, a non-partisan group that also publishes the bimonthly magazine The National Interest. The Center,

whose Board is Chaired by Gen. Charles Boyd, would like to honor you at their annual dinner this year. They have held similar events for two of your predecessors -- Secretaries Cohen and Gates -- as well as other distinguished public figures.

Before getting into the details regarding available dates and other organizational matters, we would welcome knowing if you would, in principle, be amenable to attending such an event in your honor. I would be happy to have the Center follow up with your staff if you think this is something that might be of interest to you.

I do hope you'll consider this request favorably, as it would also be a prestigious venue for you to share your thoughts on the challenges facing the U.S. in the defense and security areas.

Let me also know if you would have a moment to get together to discuss Afghanistan, Iraq or other issues in the regions I know well. I am at your disposal.

With warmest regards,

Zal

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Syracuse and asu
Date: Thursday, September 24, 2015 9:03:51 AM

> From: (b)(6)
> Subject: Syracuse and asu
> Date: Wed, 25 Mar 2015 19:12:24 -0400
> To: (b)(6)
>
> Z -- two stops inspired by you, make sure the hosts know. Ash
>
> Sent from my iPhone

From: (b)(6)
Subject: Fwd: Dear Secretary Carter/ From Hawon Lee in Seoul (HKS)
Date: Thu, 26 Mar 2015 06:28:15 -0400
To: (b)(6)

Sent from my iPad

Begin forwarded message:

From (b)(6)
Date: March 26, 2015 at 4:35:03 AM EDT
To: Carter Ashton (b)(6) Carter Ash (New)
(b)(6) Carter Ashton (b)(6)
Subject: Dear Secretary Carter/ From Hawon Lee in Seoul (HKS)

Dear. Defense Secretary Ashton Carter

Subject: Interview Request with TV Chosun- Seoul Korea

Please let me extend congratulations to you on your becoming the 25th Defense Secretary of the United States. As a student who had taken your course in 2003 when I was belong to HKS, I am so delighted. And I still appreciate for your participation in Asian Leadership Conference in 2005. I had an opportunity to see you when you visited Foreign Ministry in Seoul as the Deputy Secretary of Defense in 2013.

It is with the greatest honor and pleasure for me to bring your attention to Chosun Media Group, which first hits the newsstands in 1920. The latest viewer rating of TV Chosun stands at top 5th out of 200 other TV Channels in Korea.

I was recently informed that you will visit Seoul in early April as part of your first regional trip. These days, tensions in the Korean peninsula are escalating over the possible deployment of the Terminal High Altitude Area Defense system and the outburst of nuclear and military threats of North Korea.

In my interview, I would like to highlight deterrence against North Korea by strengthening joint defense capability and reaffirm U.S. commitment to its allies on security issues. Sharing your views and insights on such issues with the general public would be invaluable.

Interviews will be conducted either via telephone, email or in person as scheduling and resources allow. Of course, I can be very flexible with my schedule to match your availability. I would like to let you know when Mr. Robert Gates visited Seoul as the Defense Secretary, I

accompanied him two times by getting on his airplane in 2009, 2010. At that time I had interviews with him. I was dispatched to Camp Bagram to cover Afghanistan war in 2010.

Any guidance you may provide would be most appreciated. I look forward to hearing from you and to meeting in person soon.

Besides, if you are available, HKS Alumni Association in Seoul would like to hold breakfast or dinner meeting with you.

Sincerely

Ha-Won Lee
Head of Political News Desk
TV Chosun
(b)(6)

(b)(6)

Deputy Editor, Political Desk
The CHOSUNILBO (South Korea's Daily Newspaper)
(b)(6)

TV조선 <http://tvchosun.com/drama/greatstory/main/main.html>

(b)(6)

TV CHOSUN

Political News Desk
30 Sejongdaero 21-gil
Jung-gu, Seoul 100-756 Korea

Defense Secretary Ashton Carter
1400 Defense Pentagon
Washington, DC 20301-1400

Dear. Defense Secretary Ashton Carter

Subject: Interview Request with TV Chosun- Seoul Korea

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with him. I was dispatched to Camp Bagram to cover Afghanistan war in 2010.

Any guidance you may provide would be most appreciated. I look forward to hearing from you and to meeting in person soon.

Besides, if you are available, HKS Alumni Association in Seoul would like to hold breakfast or dinner meeting with you.

Sincerely

Ha-Won Lee
Head of Political News Desk
TV Chosun
(b)(6)

Political News Desk
30 Sejongdaero 21-gil
Jung-gu, Seoul 100-756 Korea

Hawon LEE is an editor of TV CHOSUN which is an affiliate of the CHOSUNILBO which prints 2 million issues a day. TV CHOSUN, a national TV broadcaster, was launched in 2011 by Chosun Media Group. In spite of its short history, its latest viewer rating stands at top 5th out of 200 other TV Channels in Korea.

As the chief correspondent of the CHOSUN ILBO, he covered the South Korea's opposition party GNP's leaders, Lee Myung-bak and Park Geun-hye who became the presidents of South Korea later.

For almost 4 years, he worked as the Washington D.C. Bureau Chief of the CHOSUNILBO to cover the White House, State Department, Defense Department. He accompanied President Barak Obama, and former Defense Secretary Robert Gates when they travelled Asia for media coverage.

He was a Korean Delegate of the 2006 Korea-China-Japan Future Leader's Forum. He organized 5th Asian Leadership Conference as the primary director. Asian Leadership Conference is one of the premium international conferences held in Seoul to discuss key agenda to guide our future since 2005. The objective of the conference is to bring global leaders and minds together and discuss issues that affect people in Asia and provide a sense of direction to those who are directly involved in managing these issues.

He is a graduate of Korea University (BA) and Harvard University's Kennedy School of Government (MA). As a research fellow of the Belfer Center for Science and International Affairs at Harvard University, he focused the relations between the US and Two Koreas.

He is the author of "Entangled Trilateral Relations Among South Korea, North Korea and the United States" (2004), the co-author of the book "The Quiet Passion, Ban Ki-moon the United Nation's Secretary General (2006)" "Read Washington D.C. to Learn the World (2012)", "Xi-Jinping and Obama (2013)"

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Call my cell Plz
Date: Thursday, September 24, 2015 9:02:45 AM

> From: (b)(6)
> Subject: Call my cell Plz
> Date: Fri, 13 Mar 2015 20:38:51 -0400
> To: (b)(6)
>
>
>
> Sent from my iPhone

From: Ashton Carter
To: SecDef (b)(6)
Subject: FW: Couple thoughts.
Date: Thursday, September 24, 2015 8:58:58 AM

From: (b)(6)
Subject: Fwd: Couple thoughts.
Date: Sun, 1 Mar 2015 16:49:32 -0500
To: (b)(6)

Sent from my iPhone

Begin forwarded message:

> From: Sally Donnelly (b)(6)
> Date: February 28, 2015 at 1:15:30 PM EST
> To: Ashton Carter (b)(6)
> Subject: Couple thoughts.
>
> Dear Ash,
> I will see you tomorrow (b)(5)
> (b)(5)
> Meanwhile, a couple quickies:
>
> (b)(5)



END

From: Rosenbach, Eric HON SD
To: (b)(6)
Subject: Re: Do u have a personal email address?
Date: Monday, September 07, 2015 8:58:01 AM

Got it...I've been thinking hard on both!

Eric Rosenbach
CoS
DoD
(b)(6)

----- Original Message -----
From: Ashton Carter [mailto:(b)(6)
Sent: Monday, September 07, 2015 08:41 AM
To: Rosenbach, Eric HON SD
Subject: Re: Do u have a personal email address?

Ok, forwarding u something

Sent from my iPhone

> On Sep 7, 2015, at 8:40 AM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Yes sir: (b)(6)
>
>
> Eric Rosenbach
> CoS
> DoD
> (b)(6)
>
>
> ----- Original Message -----
> From: Ashton Carter [mailto (b)(6)
> Sent: Monday, September 07, 2015 08:01 AM
> To: Rosenbach, Eric HON SD
> Subject: Do u have a personal email address?
>
>
>
> Sent from my iPad

From: Ashton Carter
To: Rosenbach, Eric HON SD; Ron Lewis; SecDef (b)(6)
Subject: (b)(5)
Date: Tuesday, July 21, 2015 7:12:36 AM

(b)(5)

Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: (b)(6) SecDef (b)(6)
Subject: Re: (b)(5)
Date: Saturday, July 18, 2015 6:46:38 PM

Yup. 2 out of 3 books read. Day off hell!

Sent from my iPhone

> On Jul 18, 2015, at 5:21 PM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir - roger - let me check with the team, but we'll get things square by time we're there. Everything (b)(5) look ok?
> Eric
>
> Eric Rosenbach
> DoD CoS
(b)(6)
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Saturday, July 18, 2015 05:07 PM
> To: Rosenbach, Eric HON SD; Ron Lewis (b)(6) SecDef (b)(6)
> Subject: (b)(5)
>
> FYI, book has nothing re (b)(5) so we will have work to do in coming days
>
> Sent from my iPhone

From: Rosenbach, Eric HON SD
To: (b)(6)
Subject: Re: (b)(5)
Date: Saturday, July 18, 2015 5:21:57 PM

And, no surprise, Ron is already pushing (b)(5)
E
Eric Rosenbach
DoD CoS
(b)(6)

----- Original Message -----
From: Ashton Carter (b)(6)
Sent: Saturday, July 18, 2015 05:07 PM
To: Rosenbach, Eric HON SD; Ron Lewis (b)(6) SecDef (b)(6)
Subject: (b)(5)

FYI, book has nothing (b)(5) so we will have work to do in coming days

Sent from my iPhone

From: Rosenbach, Eric HON SD
To: "Ashton Carter"
Cc: Lewis, Ronald LTG SD; SecDef (b)(6)
Subject: FW: thank you
Date: Friday, July 17, 2015 7:08:52 AM

Sir -
(b)(5) More in person.
Eric

-----Original Message-----
From: Baldor, Lolita (b)(6)
Sent: Thursday, July 16, 2015 4:30 PM
To: Rosenbach, Eric HON SD
Subject: RE: thank you

Eric,

Thanks very much for the note.

I greatly appreciate your professional and reasoned handling of the matter, in the midst of the confusion on Saturday. I'm glad it all worked out well for everyone involved.

To be frank, the fact that you were willing and able to get on the phone salvaged a deteriorating situation. I don't respond well to threats or demands, and neither do my editors at the AP. If not for your involvement in the call – and our ability to work calmly through the miscommunication -- the story would have moved on Saturday.

This next trip has all the makings of a great trip -- and I'm sorry I'm going to miss it! (but I will think of you from the beaches on Maui!)

All the best,

Lita

cid:image001.jpg@01CD3386.03E92E20

Lolita C. Baldor
Associated Press
Pentagon/Counterterrorism Reporter
(b)(6)

Use cell after hours only; it doesn't work in the Pentagon.

From: Rosenbach, Eric HON SD [redacted]
Sent: Thursday, July 16, 2015 7:21 AM
To: Baldor, Lolita
Subject: thank you

Lita –

Just a quick note to thank you for working with us on the trans issue – I know it was hard for you and us both, but think that it came out well for both too. I really appreciate your willingness to listen to my side.

Too bad you're not on this next trip! But I know I'll see you around soon.

Thanks, Eric

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[IP_US_DISC]

msk dccc60c6d2c3a6438f0cf467d9a4938

From:	Ron
To:	Ashton Carter; Rosenbach, Eric HON SD
Cc:	SecDef (b)(6)
Subject:	RE: Fwd: A few things...
Date:	Friday, July 17, 2015 5:48:09 AM

Copy

Sent via the Samsung Galaxy S® III mini, an AT&T 4G LTE smartphone

-------- Original message --------
From: Ashton Carter
Date:07/16/2015 16:59 (GMT-05:00)
To: Eric HON SD Rosenbach
Cc: (b)(6) Ron Lewis
Subject: Fwd: A few things...

FYI. I'll call him. (b)(5)

Sent from my iPhone

Begin forwarded message:

From: Geoff Morrell (b)(6)
Date: July 16, 2015 at 2:41:01 PM EDT
To: Ash Carter (b)(6)
Subject: A few things...

Ash
I hope this email finds you well.
I just thought I should touch base now that Peter is finally on board.
I have heard a few things that may be worth a quick discussion by phone.
(b)(5)
Best, Geoff

Geoff Morrell

From: Ashton Carter (b)(6)
Sent: Tuesday, July 07, 2015 7:38 PM
To: (b)(6)
Cc: Rosenbach, Eric HON SD

Subject: Re: Good job testifying

Tnx brother. Also saw (b)(6) and new dean today. Hope to see you next wk. ash

Sent from my iPhone

On Jul 7, 2015, at 1:24 PM, (b)(6) wrote:

(b)(5)

Am in Washington Wednesday and Thursday of next week at the meeting of the TRAC that you put me on. Available to come over and see you either day at your convenience.

(b)(6) my assistant, is working the system but you suggested that I let you know directly.

Best.

From: Rosenbach, Eric HON SD
To: (b)(6) Lewis, Ronald LTG SD
Subject: Re: Fwd: Coming israel
Date: Sunday, July 12, 2015 1:15:42 PM

Sir - ron and I will try to make it work - e

Eric Rosenbach
DoD CoS
(b)(6)

From: Ashton Carter (b)(6)
Sent: Sunday, July 12, 2015 11:52 AM
To: Rosenbach, Eric HON SD; Lewis, Ronald LTG SD
Subject: Fwd: Coming israel

I'd like that! (b)(5)
(b)(5) Hope to see u soon pal

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: July 12, 2015 at 11:48:27 AM EDT
To: Ashton Carter (b)(6) Ashton Carter (b)(6)
Subject: Coming israel

Dear Ash, just informed that you attend to be in israel for 1.5 D,, it would be great to meet for half an hour- in the end or morning before your crowded schedule..(it's would happen only if your stuff will ask for it), If it's impossible I would understand , yours sincerely (b)(6)

(b)(6)

From: (b)(6)
To: Lewis, Ronald LTG SD; Rosenbach, Eric HON SD; (b)(6)
Subject: RE: Answer
Date: Sunday, June 28, 2015 5:31:35 PM

Any actions you want me to take in response to this?

-----Original Message-----
From: Lewis, Ronald LTG SD
Sent: Sunday, June 28, 2015 4:54 PM
To: Rosenbach, Eric HON SD; (b)(6)
Subject: FW: Answer

FYSA

---- Original Message ----

From: Ashton Carter (b)(6)
Date: June 28, 2015, 4:20 PM EDT
To: Lewis, Ronald LTG SD (b)(6)
Subject: Re: Answer

(b)(5),(b)(6)

Sent from my iPhone

> On Jun 28, 2015, at 3:48 PM, Lewis, Ronald LTG SD (b)(6) wrote:
>
> (b)(5)
>
>
>

From: (b)(6)
To: Ash Carter
Cc: (b)(6) Fanning, Eric HON SD; SecDef (b)(6)
Subject: Re: From (b)(6)
Date: Tuesday, June 09, 2015 11:44:00 PM

Sir - thx very much; really appreciate the support.
VR, (b)(6)

(b)(6)

On Jun 8, 2015, at 5:12 AM, Ashton Carter (b)(6) wrote:

> Hi (b)(6) -- nice to hear from you, old pal. I don't know where this stands; I believe the process is pretty far down the road, but I will ask Eric to connect you. All the best, Ash
>
> Sent from my iPad
>
>> On Jun 2, 2015, at 10:10 PM, (b)(6) wrote:
>>
>> Sir - trust this email finds you well (believe you are soon to return from your Asia swing).
>>
>> Very briefly - didn't work out with the (b)(6) initiative....he went with someone else (all good).

(b)(5),(b)(6)

>>
>> Again, trust you are well. Miss running around with you.
>>
>> My best and VR, (b)(6)
>>
>> (b)(6)
>>
>>
>>

From: Ashton Carter
To: (b)(6)
Subject: Re: Tmrw speech
Date: Sunday, May 24, 2015 4:33:46 PM

Ok.

Sent from my iPhone

> On May 24, 2015, at 4:32 PM, (b)(6) wrote:
>
> I have not received anything as of yet but I will check on it.
>
> V/R
>
> (b)(6)
> Personal Security Officer
> Office of the Secretary of Defense
> Pentagon, Washington D.C.
(b)(6)
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Sunday, May 24, 2015 04:25 PM
> To: SD - SecDef PSO
> Subject: Tmrw speech
>
> (b)(6) - did they send you an updated version of my Arlington speech?
>
> Sent from my iPhone

From: (b)(6) CIV SD
Sent: Monday, March 02, 2015 6:18 PM
To: (b)(6)
Cc: Lewis, Ronald MG SD; Fanning, Eric HON SD
Subject: RE: Plz ask (b)(6) to send electrons to statement
Attachments: SASC Spoken Testimony Draft 3.0.docx

Sir -- As requested.

V/R
(b)(6)

-----Original Message-----
From: Lewis, Ronald MG SD
Sent: Monday, March 02, 2015 6:13 PM
To: (b)(6) CIV SD
Subject: FW: Plz ask (b)(6) to send electrons to statement

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Monday, March 02, 2015 6:10 PM
To: Lewis, Ronald MG SD; Fanning, Eric HON SD
Subject: Plz ask (b)(6) to send electrons to statement

Sent from my iPhone

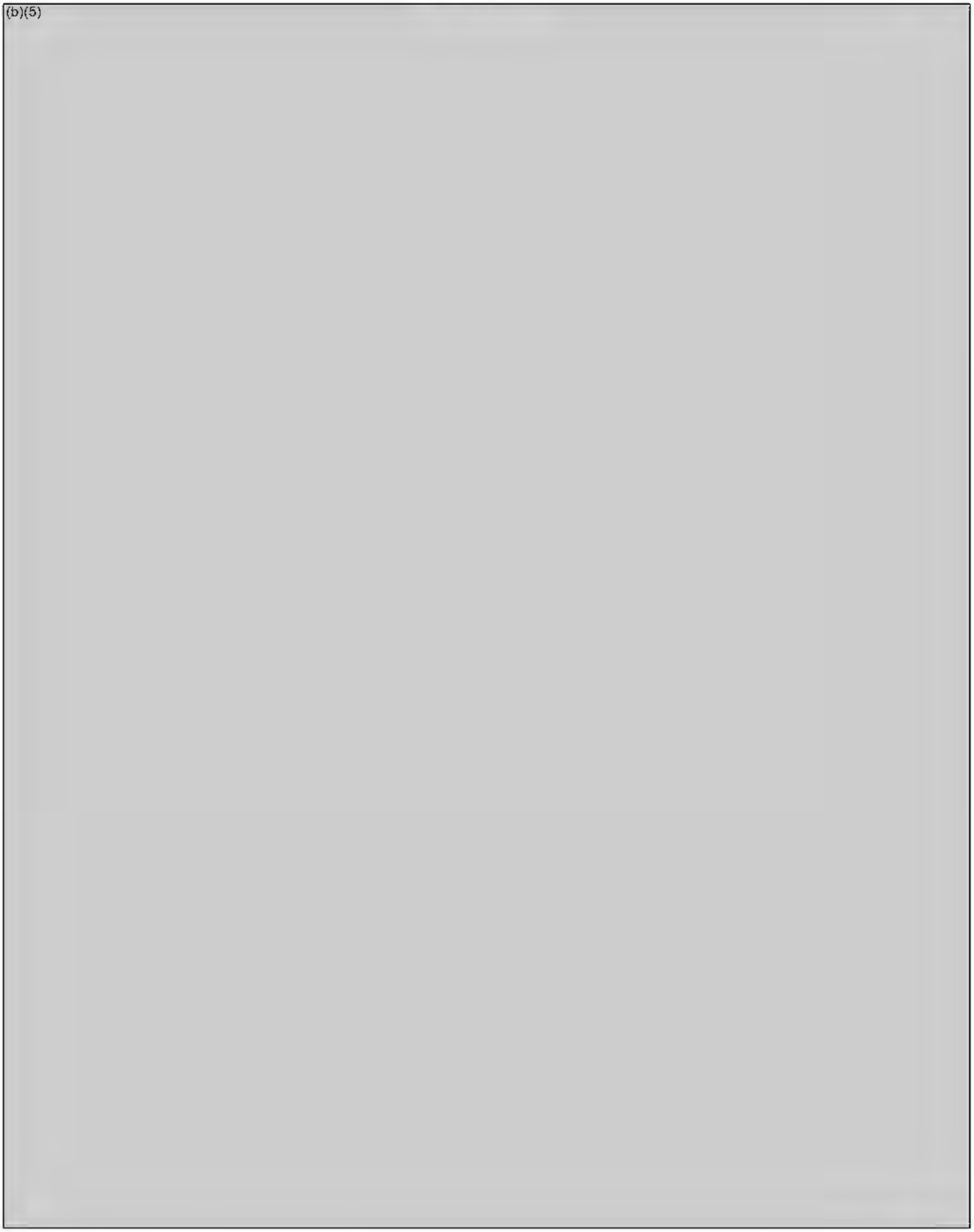
(b)(5)

(b)(5)

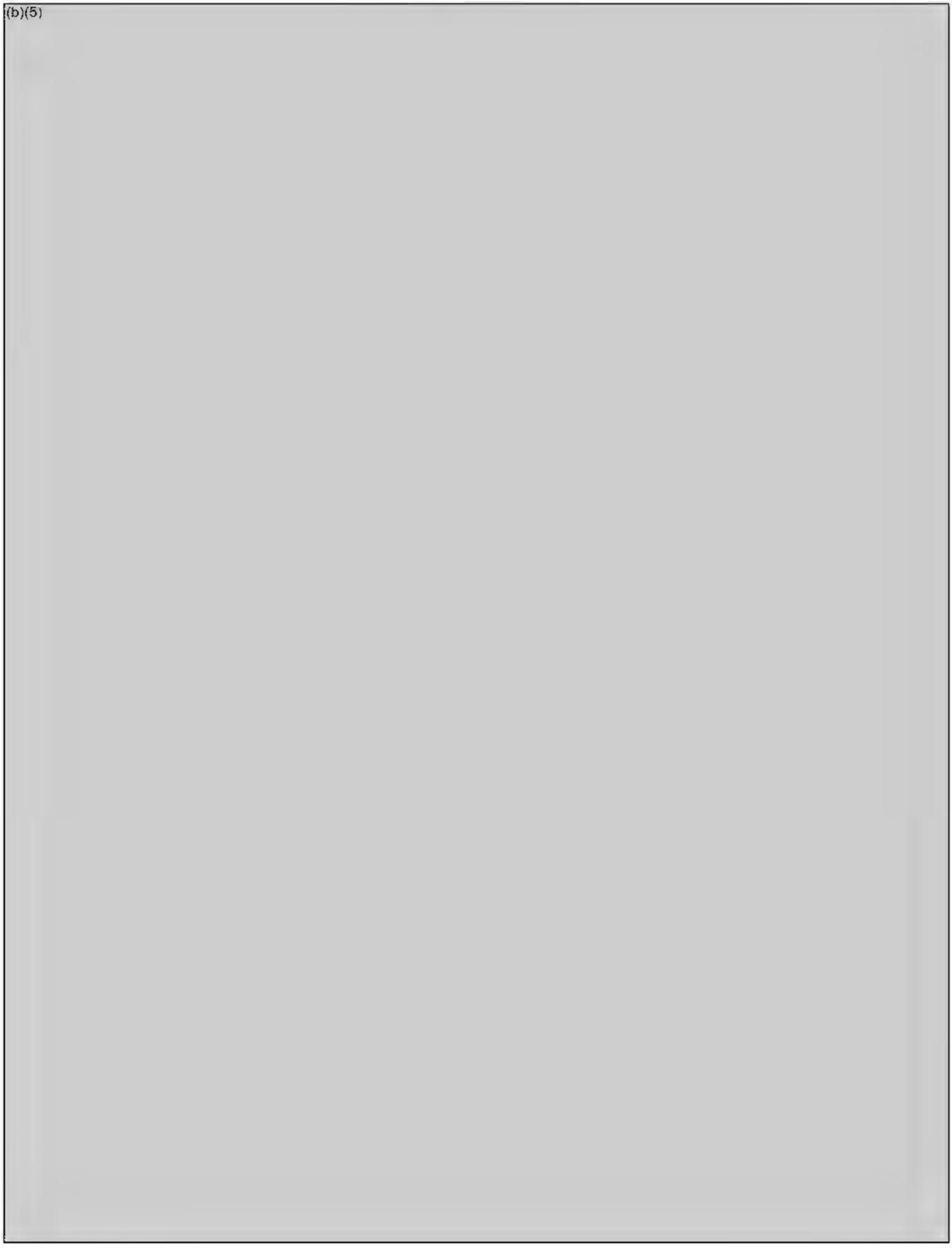
(b)(5)



(b)(5)



(b)(5)



(b)(5)

# # #

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: SecDef (b)(6)
Subject: Re: Slides
Date: Sunday, July 05, 2015 5:02:28 PM

Sending now

Sent from my iPhone

> On Jul 5, 2015, at 11:54 AM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir:
> On domestic trip (b)(5)
(b)(5)
>
> Break, break -
>
> On your hearing testimony, we should have you a revised draft by around 1700, if that sounds ok? The team is also working on your rfi's and should have them done by then as well. Anything else you need for the hearing today?
> V/r, eric
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Sunday, July 05, 2015 10:10 AM
> To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef (b)(6) Ron Lewis (b)(6)
Ron Lewis (b)(6)
> Subject: Slides
>
> Ron -- I got final mayville email from 7 pm yest the fourth. All good to go. Thank bill, Marty, cw, and front office team.
>
> Break. I will work domestic trip today. (b)(5),(b)(6) Ash
>
> Sent from my iPhone

From: Ashton Carter
To: Rosenbach, Eric HON SD
Cc: SecDef (b)(6)
Subject: Re: Slides
Date: Sunday, July 05, 2015 12:01:58 PM

Just now delving into domestic trip. (b)(5) I have all info I need for hearing with a few exceptions noted yest. So only statement and q/a left to go. 1700 for turn of testimony is fine.

Will have (1) and (2) scanned and emailed to you in a couple of hours. We can have another roundup after potus leaves at 430 tmrw.

Thanks guys. We are trying to do a lot in a short time so I know you are working hard. Ash

Sent from my iPhone

> On Jul 5, 2015, at 11:54 AM, Rosenbach, Eric HON SD (b)(6) wrote:
>
> Sir:
(b)(5)
>
> Break, break -
>
> On your hearing testimony, we should have you a revised draft by around 1700, if that sounds ok? The team is also working on your rfi's and should have them done by then as well. Anything else you need for the hearing today?
> V/r, eric
>
> ----- Original Message -----
> From: Ashton Carter (b)(6)
> Sent: Sunday, July 05, 2015 10:10 AM
> To: Rosenbach, Eric HON SD; Fanning, Eric HON SD; SecDef (b)(6) Ron Lewis (b)(6)
Ron Lewis (b)(6)
> Subject: Slides
>
> Ron -- I got final mayville email from 7 pm yest the fourth. All good to go. Thank bill, Marty, cw, and front office team.
>
> Break. I will work domestic trip today. (b)(5),(b)(6) Ash
>
> Sent from my iPhone

(b)(6)

From: (b)(6)
Sent: Friday, June 26, 2015 2:45 PM
To: (b)(6)
Subject: RE: Finding a time that works for you

Good afternoon (b)(6)

(b)(6) had some back and forth with Secretary Carter below. He mentioned he may be available to meet July 1. Would you mind checking on this for me? (b)(6) be in DC all day on the 1st and anytime works for him to meet.

Thanks,

(b)(6)

(b)(6)

From: Ashton Carter (b)(6)
Sent: Sunday, June 14, 2015 11:51 AM
To: (b)(6)
Subject: Re: Finding a time that works for you

H (b)(5) wed I have hearing (fun!), and overseas wk after. I'll look at morn of July 1. Look forward to seeing you, so let's keep trying

Sent from my iPhone

On Jun 12, 2015, at 1:05 PM, (b)(6) wrote:

(b)(6) has gone through the system wit (b)(6) out next Wednesday, June 17 seems impossible. I'll be back in town the next week on Wednesday, June 24 at Kerry's Advisory Committee but could break out for a half-hour if that

works for you. Or could meet first thing in the morning of June 25. Am also back in DC on Wednesday, July 1. So if any work for you, say when.

(b)(6)

From: Lewis, Ronald LTG SD
Sent: Wednesday, July 01, 2015 6:12 AM
To: (b)(6)
Cc: Rosenbach, Eric HON SD; Fanning, Eric HON SD; (b)(6) SecDef (b)(6)
Subject: Re: N is staying overnight in anticipation

Copy

---- Original Message ----

From: Ashton Carter (b)(6)
Date: July 1, 2015, 5:51 AM EDT
To: Fanning, Eric HON SD (b)(6)
CC: Lewis, Ronald LTG SD Rosenbach, Eric HON SD (b)(6) SecDef (b)(6)
<SecDef (b)(6)
Subject: Re: N is staying overnight in anticipation

Ron -- inform Dunford and Dempsey and Neller. This morn I will call Neller and Paxton. Tnx

Sent from my iPhone

> On Jul 1, 2015, at 1:15 AM, Fanning, Eric HON SD (b)(6) wrote:
>
> Good to go on multiple sources.
>
> -----Original Message-----
> From: Ashton Carter (b)(6)
> Sent: Tuesday, June 30, 2015 9:22 PM
> To: Lewis, Ronald LTG SD
> Cc: Rosenbach, Eric HON SD; SecDef (b)(6) Fanning, Eric HON SD
> Subject: Re: N is staying overnight in anticipation
>
> Grrrr
>
> Sent from my iPhone
>
>> On Jun 30, 2015, at 9:20 PM, Lewis, Ronald LTG SD (b)(6) wrote:
>>
>> Tracking. Haven't heard anything from my contacts over there yet. Sure E will check with (b)(6) or (b)(6)
>>
>>
>>
>>
>> ---- Original Message ----

>>
>> From: Ashton Carter (b)(6)
>> Date: June 30, 2015, 9:04 PM EDT
>> To: Fanning, Eric HON SD (b)(6) Ron Lewis (b)(6) Rosenbach, Eric HON SD (b)(6) SecDef (b)(6)
>> Subject: N is staying overnight in anticipation
>>
>> Dunford, Dempsey, and I need to know by latest early morn....
>>
>> Sent from my iPhone

From:	Lewis, Ronald MG SD
To:	"Ashton Carter"; Ron Lewis; SecDef (b)(6)
Cc:	Rosenbach, Eric HON SD; Fanning, Eric HON SD
Subject:	RE: Europe mtg
Date:	Saturday, June 06, 2015 12:50:26 PM

Tracking, let me take a look at the calendar and recommend some movements.
Ron

-----Original Message-----
From: Ashton Carter (b)(6)
Sent: Saturday, June 06, 2015 12:41 PM
To: Ron Lewis; SecDef (b)(6)
Cc: Rosenbach, Eric HON SD; Fanning, Eric HON SD
Subject: Europe mtg

Guys -- early in wk, pref mon, I'll need a two hr mtg w policy, pa, JD, and speechwriter for (b)(5)
Topics:
1. (b)(5)
2.
3.
4.

Sent from my iPhone

From: SecDef (b)(6)
To: Lewis, Ronald MG SD
Cc: Fanning, Eric HON SD; (b)(6)
Subject: Re: (b)(5)
Date: Sunday, March 08, 2015 9:29:39 AM

Ok, ask pso to bring up papers. I don't know about (b)(5) but will read.

----- Original Message -----
From: Lewis, Ronald MG SD
Sent: Saturday, March 07, 2015 09:21 PM
To: SecDef (b)(6)
Cc: Fanning, Eric HON SD; 'Ashton Carter' (b)(6)
Subject: FW: (b)(5)

Sir,
I have several operational pieces I will push to you in the morning. (b)(5) and this one Christine refers to below. Additionally (b)(5)
(b)(5)
Vr
Ron

-----Original Message-----
From: Wormuth, Christine E CIV OSD OUSD POLICY (US) (b)(6)
Sent: Saturday, March 07, 2015 8:23 PM
To: Fanning, Eric HON SD; Lewis, Ronald MG SD
Cc: Harris, Kathryn CIV SD
Subject: (b)(5)

Eric and Ron: (b)(5)
(b)(5)
(b)(5) If he is not available tonight or tomorrow am, pls let me know (b)(5) Thanks! CEW

(b)(6)

From: (b)(6)
Sent: Monday, May 04, 2015 9:45 AM
To: (b)(6)
Cc: (b)(6) Lewis, Ronald MG SD; Fanning, Eric HON SD; Rosenbach, Eric HON SD; Morris, David Col SD; (b)(6)
Subject: Book release video request

Ms. Baird,

Hope that all is well with you and that you had a lonely weekend.

I wanted to check-in with you regarding the request for Secretary Carter to do a short video for your book release event. The Secretary is extremely interested in doing this and we just needed to get some additional information. Could you please direct me to someone on your staff who could provide details regarding duration of the video, book summary, and when you would need the video by?

(b)(5)

Many thanks!

(b)(6)

(b)(6)
Confidential and Personal Asst. to the Secretary of Defense
(b)(6)

-----Original Message-----

From: Zoe Baird (b)(6)
Date: April 20, 2015 at 1:30:19 PM EDT
To: Ash Carter (b)(6)
Subject: Follow Up

Dear Ash,

(b)(6) Thanks for everything around your Phoenix trip. It was great to go out there with you and to hear your speech.

I write to follow up on our conversation about the book release event in NYC scheduled for June 16. I know you won't be available to attend, but if it is possible for you to do a short video talking about the importance of the issues,

that would be a valuable opening for the event. Let me know if this works, and if so what more you need. I can send you a galley copy of the book, for example. I've attached the first review.

All the best,
Zoë

From: (b)(6)
To: Lewis, Ronald MG SD; (b)(6)
Cc: Fanning, Eric SES SD;
Subject: RE: Ceremonilal Welcome/swearing in
Date: Thursday, February 19, 2015 9:48:49 AM

Will do.

-----Original Message-----
From: Lewis, Ronald MG SD
Sent: Thursday, February 19, 2015 7:26 AM
To: (b)(6)
Cc: Fanning, Eric SES SD; (b)(6)
Subject: FW: Ceremonilal Welcome/swearing in

(b)(6)

Please reach out.
thanks

-----Original Message-----
From: (b)(6)
Sent: Thursday, February 19, 2015 7:12 AM
To: Lewis, Ronald MG SD
Cc: (b)(6)
Subject: Re: Ceremonilal Welcome/swearing in

Let's do March 6 afternoon. Please feel free to have (b)(6) work with me directly so we can get moving. I will give a heads up to out of town guests asap.

Sent from my iPhone

> On Feb 19, 2015, at 6:51 AM, Lewis, Ronald MG SD (b)(6) wrote:
>
> (b)(6)
> We have FRI 6 MAR blocked right now. Could go am or pm as you see below. Unless you two see something on your personal calendars, we'll lock in and start initiating movements. Enough time to get (b)(6) Bill Perry and others travel arrangements to get into town?
> Vr
> Ron
>
> -----Original Message-----
> From: (b)(6)
> Sent: Thursday, February 19, 2015 6:38 AM
> To: (b)(6) Lewis, Ronald MG SD
> Cc: Fanning, Eric K HON USAF (US)
> Subject: Re: phone number
>
> I'd suggest afternoon, as it'd be fun to include a reception - cocktails + - in his office and dining room. Very intimate view of his office for friends and family.
>
> ----- Original Message -----
> From: (b)(6)
> Sent: Wednesday, February 18, 2015 09:59 PM
> To: Lewis, Ronald MG SD; (b)(6)
> Cc: Fanning, Eric K HON USAF (US)
> Subject: RE: phone number
>
> Can block either -- no conflict other than (T) 1130-1300 Friday (b)(5) slot.

>
> -----Original Message-----
> From: Lewis, Ronald MG SD
> Sent: Wednesday, February 18, 2015 8:20 PM
> To: (b)(6)
> Cc: Fanning, Eric K HON USAF (US)
> Subject: RE: phone number
>
> Morning or afternoon, (b)(6)
> thanks
>
> -----Original Message-----
> From: (b)(6)
> Sent: Wednesday, February 18, 2015 6:18 PM
> To: Lewis, Ronald MG SD; (b)(6)
> Cc: Fanning, Eric K HON USAF (US)
> Subject: RE: phone number
>
> I have calendar blocked.
>
>
>
> -----Original Message-----
> From: Lewis, Ronald MG SD
> Sent: Wednesday, February 18, 2015 5:52 PM
> To: (b)(6)
> Cc: Fanning, Eric K HON USAF (US)
> Subject: FW: phone number
>
> Thoughts on locking this down? Any additional planning information we can pass on?
> thanks
>
> -----Original Message-----
> From: (b)(6)
> Sent: Wednesday, February 18, 2015 5:49 PM
> To: Lewis, Ronald MG SD
> Subject: Re: phone number
>
> Let me know when we are good on 3/6 so that I can start letting family know. Thanks!
>
> Sent from my iPhone
>
> On Feb 18, 2015, at 11:48 AM, Lewis, Ronald MG SD (b)(6) wrote:
>
>
>
>
> (b)(6)
>
> The office number is (b)(6) How is everything going?
> Ron
>
>

From: (b)(6)
To: "Ashton Carter"
Subject: Test of operation shutdown
Date: Friday, December 18, 2015 10:52:55 AM

From: Rosenbach, Eric HON SD
To: (b)(6)
Subject: Test operation shut down
Date: Friday, December 18, 2015 10:54:39 AM

Eric Rosenbach | Chief of Staff | (b)(6)
(b)(6)

From: (b)(6)
To:
Subject: Vacation reply
Date: Friday, December 18, 2015 10:54:18 AM

I am no longer utilizing personal e-mail for the remainder of my time as the Secretary of Defense. If you need to get in touch with me regarding a personal matter please contact me on my cell phone. If you are contacting me pertaining to business please contact my Assistant, (b)(6) (b)(6). Please know that anything you send to the .mil email address will be a part of official government records.

You will not receive ANY additional response to this e-mail.

Ash

From: (b)(6)
To: Rosenbach, Eric HON SD
Subject: Vacation reply
Date: Friday, December 18, 2015 10:57:05 AM

I am no longer utilizing personal e-mail for the remainder of my time as the Secretary of Defense. If you need to get in touch with me regarding a personal matter please contact me on my cell phone. If you are contacting me pertaining to business please contact my Assistant, (b)(6) (b)(6). Please know that anything you send to the .mil email address will be a part of official government records.

You will not receive ANY additional response to this e-mail.

Ash