

DRAFT
~~FOR OFFICIAL USE ONLY~~

April 13, 2006

Name
Title
Address

Dear _____

I want to share with you a list of countries that I feel are making noticeable progress in strengthening their overall relationship with the United States on key issues such as the War on Terror.

In addition to regularly visiting with our forces worldwide, I plan to include as many as these countries as possible in my official travel schedule. I hope you might consider including them in your travel plans as well.

In your visits abroad, I urge you to reach out to the next generation of young leaders in your areas of expertise. In all the countries on the attached list, connecting with younger audiences is essential to our long-term relationship. We want to avoid "lost generations" of potential leaders **who** have not benefited from or do not value a strong relationship with the United States.

Sincerely,

Enclosure: As stated.

DRAFT
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11-L-0559/OSD/56913

DRAFT
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Possible Countries to Visit

Tunisia

Senior visits could strengthen the U.S.-Tunisian partnership in the War on Terror and encourage political reform commensurate with the recent progress they have made in economic development, education, and women's rights.

Algeria

Algeria is taking a ~~turn~~ for the better after 15 years of civil war. The Algerians are looking for partners on a variety of fronts, and the U.S. should engage. President Putin visited in early March, so we need to get busy.

Pakistan

Current restrictions limit travel to Pakistan, but the country merits high-level attention to underscore that we are serious about our partnership. It is important to deliver a continuous, high-level message that the U.S. is committed Pakistan's overall development – not just military/security issues.

India

We should look to build the broadest-possible strategic relationship with India.

Mongolia

Mongolia increasingly **looks** to the United States for support given its geographic position between China and Russia. Mongolia has been a strong contributor to the war on terrorism. It is currently on its 6th OIF rotation and 5th OEF rotation.

Kazakhstan

Kazakhstan is one **of** the most strategically important countries in Central Asia. Cabinet-level visits could focus on political and economic reform, security sector capacity building, and development of inter/intra-regional energy and commercial ties.

Azerbaijan

Azerbaijan is also strategically important in Central Asia and possesses significant energy resources. Discussions could focus on stronger integration into Euro-Atlantic institutions and development of the energy sector.

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Georgia

Georgia is a westward-leaning, new democracy with key energy transit potential. Discussions could focus on Euro-Atlantic integration, internal stability, political and economic reform.

Ukraine

Ukraine is a developing democracy, having held its freest elections yet in March. Cabinet members could focus on the importance of Euro-Atlantic integration (emphasis on NATO), political and economic reform.

Colombia

Colombia's overall development should be a priority for the interagency. No country in the Western Hemisphere cooperates more closely with us on extradition and maritime drug interdiction. Despite being an important regional ally, Colombia has many social and economic problems, and it is not immune to the leftist wave sweeping the region. We cannot take it or President Uribe for granted and need to continue our support at the highest levels.

Central American Countries

As the President noted when he signed CAFTA into law in August 2005, we have to strengthen the countries of Central America against "forces that oppose democracy, seek to limit economic freedom and want to drive a wedge between the United States and the rest of the Americas." Cabinet-level contacts in Central America can encourage improved governance, economic progress and integration of maritime/border security.

Vietnam

Hanoi has come to see the United States as an important balancing influence in southeast Asia. This is a relationship with a great deal of potential. We have had a string of positive defense interactions with Vietnam. The country does receive some cabinet-level visits, but a focus on economic issues would be useful in developing our overall relationship.

Indonesia

Indonesia is a strategically important Muslim country. President Yudhoyono is investing significant capital in defining the U.S. relationship. We recently announced a new mil-mil policy and lifted legislative restrictions on security assistance. A key to success for Indonesia is economic development and trade.

TAB
~~FOUO~~

DJS

February 15, 2006

2/15/06

TO: Gen Pete Pace
CC: GEN John Abizaid

FROM: Donald Rumsfeld *DR*

SUBJECT: Post-War Planning in Iraq

I would like a straight-forward, relatively quick assessment of the post-war planning that ~~was~~ done for the Iraq conflict. There ~~are~~ constant charges in the press and Department of ~~State~~ that DoD did not plan well for the post-war period. General ~~Franks~~ did indeed have a post-conflict plan, which is a ~~required~~ part of contingency plans.

Please work with CENTCOM and the Policy folks and send me a ~~summary~~ of the planning that was conducted, how much was done, who did it, and how effective it was.

Thanks.

DHR:ss
021506.16

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Please Respond By 03/09/06

OSD 05427-06

2/15/06

~~FOUO~~


Tab

11-L-0559/OSD/56916

~~FOUO~~

April 04, 2006

334

TO: The Honorable ~~Dr.~~ Condoleezza Rice
CC: Gordon England
Eric Edelman
FROM Donald Rumsfeld 
SUBJECT Defense Policy Board

Here is a list of the folks on the Defense Policy Board. If you would like to work out a way for them to help you, please let me know.

They are a good bunch. You might want to come over and sit through a session here to get a sense of how it works.

Attach. Defense Policy Board

DHR:dh
040406-13

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OSD 05434-06

4 APR 06

~~FOUO~~

11-L-0559/OSD/56917

Defense Policy Board Advisory Committee
(as of March 6, 2006)

Dr. Kenneth Adelman
Hon Richard Allen
Dr. Martin Anderson
Dr. Barry Blechman
Dr. Harold Brown
ADM (Ret) Vernon Clark
Ms. Victoria Clarke
Dr. Eliot Cohen
Ms. Devon Cross
Honorable Thomas Foley
Honorable Newt Gingrich
Dr. Fred Ikle
GEN (Ret) Jack Keane
Dr. Henry Kissinger
Gen (Ret) Richard Myers
Dr. James Schlesinger
Dr. Kiron Skinner
Dr. Ruth Wedgwood
Mr. Chris Williams
Honorable Pete Wilson

FOUO

2006 FEB 07 11:21

February 07, 2006

TO: Steve Cambone

FROM: Donald Rumsfeld

D.R.

SUBJECT: Comment from John McCain re: Contract between Russia and Ukraine

John McCain told me he thought we ought to look into the contract between Russia and Ukraine. He says it may not be what it seems. I don't know why he said it, or what he means, but he suggested I look into it. Would you please do that, and see what intel we have on it?

Thanks.

DHR:as
020706-04

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Please Respond By 03/02/06

APR 04 2006

SNOWFLAKE RESPONSE ATTACHED

FOUO

OSD 05453-06

11-L-0559/OSD/56919

06-0331

092

7 Feb 06

FOUO

APR 1 1 2006

TO: Eric Edelman

CC: Gen Pete Pace
Steve Cambone

FROM: Donald Rumsfeld

SUBJECT Memo on Detainees from Jim Haynes

Attached is a memo from Jim Haynes on Detainees. It has some important information as well as recommendations.

Please get with Steve Cambone and tell me what we ought to do with it.

Thanks.

Attach 4/5/06 OGC Memo to SecDef

DHR:ss
041006-27

.....
Please Respond By 05/02/06

OSD 05459-06



8/8/2006 1:15:32 PM

FOUO

11-L-0559/OSD/56920

388.6

11 Apr 06

5 Apr 06

Ref

no
4/10

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

CC: General Pete Pace, Ambassador Eric Edelman

FROM W.J. Haynes

WJ Haynes

April 5, 2006

Ad - I apologize for this impolished memo

SUBJECT: Detainees in Iraq and Afghanistan

You asked for a "quick and dirty" memo on my recent trip. Following on my visit with some of those responsible for aspects of DoD detainee operations in Iraq and Afghanistan. My time was compressed, so these are merely my impressions. That being said, the Iraq operation seems to be struggling to manage a crushing inflow of detainees, while the Afghanistan operation seems to be operating very well.

In both settings, however, the end of the pipeline - i.e., the host country of detainees from DoD - does not appear to be in good shape. Neither country seems to have adequate facilities, procedural mechanisms, personnel, nor an exit legal structure to assume competent responsibility for the detainees. This needs a lot of attention - there and in DC.

IRAQ

MG Gardner commands TF 134, which is responsible for DoD detainee operations in Iraq. He recognizes the need to apply a lot of attention to reducing the huge backlog of individuals to be reviewed for retention as security internees, possible release, and possible prosecution by the Iraqis. He is in the process of employing 37 temporarily detailed JAGs and support staff for this purpose.

Ambassador Khalilzad asked that DoD quickly begin thinking about the possibility that, after the Iraq government is formed, there may be an urgent need to release large numbers of detainees as part of the intragovernmental bargaining to defuse the insurgency.

The Iraqi Chief Justice and I spoke. He undertook to apply more and more timely judicial resources to reviewing detainees for prosecution. He is also worried that the Iraqi judges need greater protection.

The CBS cameraman's case was dismissed by the CCCI today - April 5. (See attached article.) He is represented by a US lawyer retained by CBS on his behalf. I do not know what MG Gardner intends to do.

AFGHANISTAN

The Afghan government has a promising "reconciliation" program that LTG Eikenberry (CFC-A commander) would like to embrace. Eikenberry has recommended to CENTCOM (I have not yet seen this recommendation) at least

OSD 05459-06



11-L-0559/OSD/56921

8/8/2006 1:15:58 PM

three related items: (1) that he be allowed to release a specific individual under this reconciliation program who has been previously designated as High Value; (2) that he be authorized to allow an Afghan Human Rights entity created by the Afghan constitution to visit Afghan detainees in accordance with a revised Terms of Reference; and (3) that he be delegated authority to make all release decisions.

MG Freakly commands the 10th Mountain division, inter alia, and supervises the operation of the Bagram Theater Internment Facility. The BTIF seems extraordinarily well-run.

I visited the construction site at the Pol e Charki prison where Afghanistan would house GTMO and Bagram detainees. Construction will not be complete earlier than February 2007. Training of Afghan guards has not yet started, but I'm advised it will be complete in time for the facility opening.

I met with the ISAF commanding general and staff. There is widespread anxiety about detainees that may be captured by ISAF forces as they assume more widespread responsibilities. Apparently, many ISAF representatives are exploring the possibility of bilateral agreements with Afghanistan that would govern the disposition and treatment of any such detainees.

My initial thoughts:

- Iraq
 - o Recommend an appropriate team review the processes employed at TF 134 with an eye to applying greater scrutiny (and possibly more resources) to the intake of detainees, to clearing backlog of review of detainee files, and to consider recommending empowering MG Gardner's subordinates to make criteria-based release decisions.
- Afghanistan:
 - o Recommend DoD delegate authority to LTG Eikenberry to release detainees as he sees fit, with some guiding principles.
 - o Recommend OSD reply quickly to the CPC-A request concerning the requested visit.
- Overall:
 - o Recommend DoS, and DoJ more aggressively develop the civil justice system in both countries, with DoD support.
 - o I understand LTG (ret) Kicklighter's team has done some planning in this area.

383.6

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

April 5, 2006

CC: ~~General~~ Pete Pace, Ambassador Eric Edelman

FROM W.J. Haynes

WJ Haynes

All - I apologize for this unpolished memo. JH

SUBJECT: Detainees in Iraq and Afghanistan

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In both settings, however, the end of the pipeline - i.e., the host country's ultimate receipt of detainees from DoD - does not appear to be in good shape. Neither country seems to have adequate facilities, procedural mechanisms, personnel, nor an existing legal structure to assume competent responsibility for the detainees. This needs a lot of attention - there and in DC.

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5 Apr 06

OSD 05459-06

11-L-0559/OSD/56923

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- Overall:
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 - o I understand LTG (ret) Kicklighter's team has done some planning in this area.

~~FOUO~~

APR 05 2006

TO: Stephen J. Hadley

FROM: Donald Rumsfeld *DR*

SUBJECT: Talking Points

I think we better get some talking points on what Condi thinks she meant when she said we have made "thousands of tactical errors."

I keep getting asked the question, and I don't know the answer. I don't know what she had in mind.

Thanks.

DHR:db
040406-19

.....

IRAQ

SAPR 06

OSD 05463-06

~~FOUO~~

11-L-0559/OSD/56925

McHale, Paul, HON, OSD-POLICY

TO: Secretary Rumsfeld
FROM: Paul McHale
SUBJ: **DOD** Role in Catastrophic Response (POTUS letter)
DATE: 4/5/06

000,92

Sir :

Attached is the revised letter (TAB A), incorporating your most recent edits (TAB B). Secretary Chertoff had approved an earlier draft, without change, by phone from China. If the revised version now meets with your approval, we'll move quickly to re-coordinate with DHS. Like you, Fran Townsend is eager to get the letter to POTUS -- it will likely serve as the basis for a meeting between you, Secretary Chertoff and the President sometime the week of April 17th (upon your return from Mexico).

We have incorporated into the text of the letter all of your edits, with one notable exception. You directed that the phrase "or a portion of the lead" be inserted into the first paragraph (highlighted, TAB B). This language is inconsistent with Recommendation #22 of the White House Katrina Lessons Learned Report (TAB C). More important, this approach to "shared" leadership is inconsistent with your past guidance that to ensure clear accountability, federal leadership roles should be assigned to a single department or agency, with others in support. This is particularly important in determining which federal agency has the lead in responding to a catastrophic event -- "shared" leadership could cripple speed and accountability when operating under the provisions of the National Response Plan. Somebody has to be in charge and everybody has to know it.

If you approve the attached draft, we'll get it to Sec. Chertoff immediately for his approval of the edits.

Re

RECOMMENDATION-Approve attached letter (TAB A)

Approved

APR 5 2006

See Edits

Discuss further

*but just have
memo & letter
of transmittal*

— See Sec. 1

— Low end / low / low / low

5 APR 06


*Mark
Washburn*

(b)(6)

Letter to Fran 0559/OSD/56926

~~FOUO~~

APR 10 2006

TO: The Honorable Josh Bolten
FROM: Donald Rumsfeld 
SUBJECT: Letter re: Katrina Lessons Learned Report

Attached is the draft memo Chertoff and I plan to send to Fran Townsend for the President in response to the question that was posed in the Katrina Lessons Learned report that went to the President.

If you have any questions, let me know.

Attach: Memorandum for the President re: Katrina After-Action Lessons Learned Recommendation

DHR:ss
040706-08

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10 Apr 06

5 Apr 06

~~FOUO~~

OSD 05486-06

11-L-0559/OSD/56927

Draft.

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Katrina Mer-Action Lessons Learned Recommendation that DoD and DHS Determine when the Department of Defense Would be Involved in a Catastrophic Event – Natural or Man-Made

“The Federal Response to Hurricane Katrina **Lessons Learned**,” published in February, requested that the Department of Defense (**DoD**) and the Department of Homeland Security (**DHS**) develop recommendations for revision of the National Response Plan, with respect to the circumstances and objectives when DoD might be required to temporarily assume the lead for the **Federal** response to a catastrophic incident.

We recommend **you** base any such decision on an assessment of the distinctive facts and circumstances of each catastrophic incident, bearing in mind **the** operationally relevant considerations.

Key facts **and** circumstances for consideration in **making an** assessment might include:

The status of the State and local response. How effective **is** the initial State and local response, including the use of the affected State’s or States’ National Guard? Have first responders been overwhelmed by the incident? What is the availability of National Guard assistance **from** other **States**?

Intergovernmental relations. What is **the nature** of **the** relationship, skill, and trust **among** the leadership of the Federal, State (or States), and local governments in the **affected** jurisdictions?

Implementation of the National Response Plan. **Has** the Governor of the affected State requested Federal assistance or, in the absence of a request, have you invoked applicable **Federal authorities** to initiate a Federal response?

The status of the **Federal** civilian response. Do available Federal civilian **responders**, with **their** contracted support, have the necessary capabilities to deal effectively with the incident? Are they, in fact, dealing effectively with the incident? What are the recommendations of the Secretaries of Homeland **Security** and Defense?

The involvement of active duty U.S. military forces. Have **U.S. military forces** – Active, National **Guard, and Reserve** – been requested by the Governor of the affected State? **Is** the magnitude of the incident **so** great that **the** logistical, **transportation**, search and rescue, communications, or **CBRN** (chemical, biological, radiological, or **nuclear**) capabilities of DoD are **deemed to be** essential to an **effective response**?

Military-to-military and military-to-civilian relations. What is **the** nature of **the** relationships among the **U.S. military** – Active, National **Guard, and Reserve** – and **the** Adjutant General **and** the Governor of **the** affected State?

Should you decide the facts and circumstances **of an** actual catastrophic incident warrant a significant DoD role, it will be necessary to define further the scope and duration **of** DoD's role, with the expectation **that** a non-DoD **Federal** civilian lead **would assume** lead responsibility **at the** earliest **opportunity**, consistent with operational requirements.

Respectfully,

Secretary Rumsfeld


Secretary Chertoff




**Homeland
Security**

000.92

April 7, 2006

MEMORANDUM FOR: William Marriott 
Executive Secretary, DoD

FROM: Fred L. Schwiert 
Executive Secretary, DHS

SUBJECT: Joint DHS/DoD Letter to the President

Enclosed, please find the final joint letter to the President signed by Secretary Chertoff and Secretary Rumsfeld regarding considerations for DoD assumption of the lead for a Federal response to a catastrophic incident in the Homeland.

7 Apr-06

5 Apr-06

OSD 05486-06

11-L-0559/OSD/56930

www.dhs.gov

TO: Honorable Michael Chertoff

APR 5 2006

FROM:

Donald Rumsfeld



SUBJECT: Katrina After-Action Lessons Learned Recommendation that DoD and DHS Determine When the Department of Defense Would be Involved in a Catastrophic Event – Natural or Man-Made

Attached is a modestly revised memo to the President. If you agree, please *sign* it so that we can send it forward to Fran Townsend.

Attach. Memo to the President

OSD 05486-06

11-L-0559/OSD/56931

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5 Apr 06

5 Apr 06

APR 5 2006

MEMORANDUM **FOR** THE PRESIDENT

SUBJECT: Katrina After-Action Lessons Learned Recommendation that DoD and DHS Determine when the Department of Defense Would be Involved in a Catastrophic Event – Natural or Man-Made

“The Federal Response to Hurricane Katrina Lessons Learned,” published in February, requested that the Department of Defense (DoD) and the Department of Homeland Security (DHS) develop recommendations for revision of the National Response Plan, with respect to the circumstances and objectives when DoD might be required to temporarily assume the lead for the Federal response to a catastrophic incident.

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Intergovernmental relations. What is the nature of the relationship, skill, and *trust* among the leadership of the Federal, State (or States), and local governments in the affected jurisdictions?

Implementation of the National Response Plan. ~~Has~~ the Governor of the affected State requested Federal assistance or, in the absence of a request, have you invoked applicable Federal authorities to initiate a Federal response?

The status of the Federal civilian response. Do available Federal civilian responders, with their contracted support, have the necessary capabilities to deal effectively with the incident? Are they, in fact, dealing effectively with the incident? What **are** the recommendations of the Secretaries of Homeland Security and Defense?

OSD 05486-06

11-L-0559/OSD/56932

The involvement of active duty U.S. military forces. Have U.S. military forces – Active, National Guard, and Reserve – been requested by the Governor of the affected State? Is the magnitude of the incident so great that the logistical, transportation, search and rescue, communications, or CBRN (chemical, biological, radiological, or nuclear) capabilities of DoD are deemed to be essential to an effective response?

Military-to-military and military-to-civilian relations. What is the nature of the relationships **among** the U.S. military – Active, National Guard, and Reserve – and the Adjutant General and the Governor of the affected State?

Should you decide the facts and circumstances of an actual catastrophic incident warrant a significant DoD role, it will be necessary to define further the scope and duration of DoD's role, with the expectation that a non-DoD Federal civilian lead would assume lead responsibility at the earliest opportunity, consistent with operational requirements.

Respectfully,



Secretary Rumsfeld

Secretary Chertoff

4/5
11/5

McHale, Paul, HON, OSD-POLICY

TO: Secretary Rumsfeld
FROM: Paul McHale
SUBJ: DOD Role in Catastrophic Response (POTUS letter)
DATE: 4/5/06

Sir -

Attached is the revised letter (TAB A), incorporating your most recent edits (TAB B). Secretary Chertoff had approved an earlier draft, without change, by phone from China. If the revised version now meets with your approval, we'll move quickly to re-coordinate with DHS. Like you, Fran Townsend is eager to get the letter to POTUS-- it will likely serve as the basis for a meeting between you, Secretary Chertoff and the President sometime the week of April 17th (upon your return from Mexico).

We have incorporated into the text of the letter all of your edits, with one notable exception. You directed that the phrase "or a portion of the lead be inserted into the first paragraph (highlighted, TAB B). This language is inconsistent with Recommendation #22 of the White House Katrina Lessons Learned Report (TAB C). More important, this approach to "shared" leadership is inconsistent with your past guidance that to ensure clear accountability, federal leadership roles should be assigned to a single department or agency, with others in support. This is particularly important in determining which federal agency has the lead in responding to a catastrophic event -- "shared" leadership could cripple speed and accountability when operating under the provisions of the National Response Plan. Somebody has to be in charge and everybody has to know it.

If you approve the attached draft, we'll get it to Sec. Chertoff immediately for his approval of the edits.

RECOMMENDATION - Approve attached letter (TAB A)

Approved *[Signature]*
APR 5 2006
See Edits _____

*but just have
memo & letter
of transmittal*

Paul
— Sec State
— Low ent / no / on ent

Discuss further _____

*Mark
Washaugh*

(b)(6)

Letter of Transmittal

TO: Honorable Michael Chertoff

FROM: Donald Rumsfeld

SUBJECT: Katrina After-Action Lessons Learned Recommendation that DoD and DHS Determine When the Department of Defense Would be Involved in a Catastrophic Event –Natural or Man-Made

93 modestly to the President
~~I have~~ attached a revised memo for your review. Please let ~~me~~ *us* know your thoughts so that we can send it forward to Fran Townsend.

Attach. Draft memo to the President

- ① See edit
- ② Add respectfully at bottom
- ③ Go

APR 5 2006

000.92

MEMORANDUM FOR THE PRESIDENT

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Key facts and circumstances for consideration in making an assessment might include:

The status of the State and local response. How effective is the initial State and local response, including the use of the affected State’s or States’ National Guard? Have firstresponders been overwhelmed by the incident? What is the availability of National Guard assistance from other States?

Relationship between the Federal Government and State and local governments in the affected area. What is the nature of the relationship, skill, and ability of the Federal Government (or State and local governments) in the affected area?

Whether the National Response Plan is the Government of the affected State requested to lead the response, or, in the absence of a request, have you invoked applicable Federal authority to initiate a Federal response?

The ability of the State and local response. Are there available civilian responders, with or without contracted resources, have the capability to deal with the incident? Are they in fact, dealing effectively with the incident? What are the views of the Secretaries of Homeland Security and Defense?

5 APR 06

SH 106

OSD 05486-06

The involvement of active duty U.S. military forces. Have U.S. military forces – Active, National Guard, and Reserve – been requested by the Governor of the affected State? Is the magnitude of the incident so great that the logistical, transportation, search and rescue, communications, or CBRN (chemical, biological, radiological, or nuclear) capabilities of DoD **are** deemed to be essential to **an** effective response?

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Respectfully,



Secretary Rumsfeld

Secretary Chertoff

APR 7 2006

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000,92

7 Apr 06

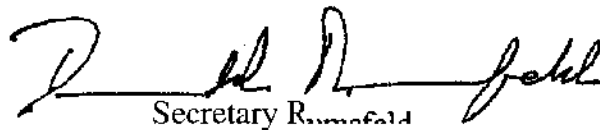
5 Apr 06

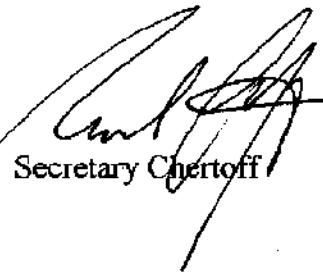
The involvement of active duty U.S. military forces. Have U.S. military forces – Active, National Guard, and Reserve – been requested by the Governor of the affected State? Is the magnitude of the incident so great that the logistical, transportation, search and rescue, communications, or CBRN (chemical, biological, radiological, or nuclear) capabilities of DoD are deemed to be essential to an effective response?

Military-to-military and military-to-civilian relations. What is the nature of the relationships among the U.S. military – Active, National Guard, and Reserve – and the Adjutant General and the Governor of the affected State?

Should you decide the facts and circumstances of an actual catastrophic incident warrant a significant DoD role, it will be necessary to define further the scope and duration of DoD's role, with the expectation that a non-DoD Federal civilian lead would assume lead responsibility at the earliest opportunity, consistent with operational requirements.

Respectfully,


Secretary Rumsfeld


Secretary Chertoff

~~FOUO~~

April 05, 2006

TO: Stephen J. Hadley
FROM: Donald Rumsfeld *DR*
SUBJECT Iraq Visit

333SD

I am convinced Condi and I should not go to Iraq together at the end of this month. I think this Straw-Condi visit looked heavy, and I think it would be a mistake to replicate it, so I am going to plan to go separately.

DHR:ss
040506-01

5 APR 06

OSD 05487-06

~~FOUO~~

11-L-0559/OSD/56940

~~FOUO~~

February 07, 2006

TO: Fran Harvey
CC: Gen Pete Pace
GEN Pete Schoomaker

FROM: Donald Rumsfeld *DA.*

SUBJECT: General Officers at Fort Bragg/Pope Air Force Base

I ~~am~~ told there ~~are~~ 18 general officers at the Fort Bragg/Pope complex. That ~~seems~~ high to me for one base. Are they ~~all~~ necessary?

Why do we need brigadier generals commanding corps artillery, corps support command and the medical command -- could those be O-6 level jobs? Are there some ~~efficiencies~~ between the Army Special Operations Command, the Special Forces Command, and ~~the~~ Civil Affairs/Psyops Command? Could they be combined in some way?

Thanks,

Attach. 2/7/06 Chart of general officers at Fort Bragg/Pope AFB

DER.dh
020706-06

.....
Please Respond By 03/16/06

~~FOUO~~

OSD 05489-06

11-L-0559/OSD/56941

2/7 AF

7 FEB 06

February 7, 2006

Memorandum for the Secretary of Defense

Subject: Generals at Fort Bragg

Sir,

Fort Bragg/Pope AFB has 18 General/Flag Officers.

82 nd Airborne Division	1 Major General Commanding and 2 Brigadier Deputies
18 th Airborne Corps	1 Lieutenant General Commanding , 1 Major General Deputy, and 1 Brigadier Chief of Staff
Corps Artillery	1 Brigadier Commanding
corps. support Command	1 Brigadier Commanding
44 th Medical Command	1 Brigadier Commanding
Pope AFB Air Expeditionary Wing	1 Brigadier Commanding
US Army Special Operations Command	1 Lieutenant General Commanding, 1 Brigadier Deputy
Joint Special Operations Command	1 Major General Commanding, 1 Brigadier and 1 Rear Admiral Deputies
Army Special Forces Command	1 Brigadier Commanding
Army Special Warfare Center and School	1 Major General Con-mandant
Army Civil Affairs/Psychological Operations Command	1 Major General Commanding



SECRETARY OF THE ARMY
WASHINGTON

INFO MEMO

2006-04-05 A11:15

5 23

FOR SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: General Officers at Fort Bragg/Pope Air Force Base

- This responds to the Secretary of Defense's Snowflake dated February 7, 2006, subject as above (Tab A).
- Currently there are 11 separate General Officer commands located at the Fort Bragg/Pope complex including six for Conventional Forces (XVIII Airborne Corps, 82d Airborne Division, 1st COSCOM, Corps Artillery, 44th Medical Command, USAF Air Expeditionary Wing) and five for Special Operations Forces (USA Special Operations Command, Joint Special Operations Command, Special Forces Command, JSF Special Warfare Center and School, US Army CA/PSYOP Command).
- The General Officers serving at Fort Bragg/Pope Air Force Base provide command and control and training oversight for both rapidly deployable conventional forces and key special operations forces. Their focus is operational in nature – training, preparing to deploy, and deploying to meet global military needs – not on running the Bragg/Pope installation. It is very similar to the General/Flag Officer situation at MacDill Air Force Base. From Pope AFB, they are able to use a state-of-the-art power projection platform to deploy rapidly in support of our Combatant Commanders.
- As part of Army Force Transformation, the Corps Artillery Headquarters is inactivating, the Medical Command is converting to a modular functional brigade with a corresponding change of the commander from a Brigadier General to a Colonel, and the Corps Support Command is converting to a Theater Sustainment Command. These changes will result in a reduction in the Army General Officer authorizations from 19 in 2005 to 16 after the modularity conversions are complete in FY 2010 (Tab B).
- Command and control for Special Operations Forces has already been streamlined to maintain oversight on GWOT operations and to train these high profile forces. Further consolidation initiatives would best be addressed with USSOCOM.

COORDINATION: NONE

Attachments:

As stated

Prepared By: LTC John Kem, (b)(6)

11-L-0559/OSD/56943

OSD 05489-06

Tab A

~~FOUO~~

February 07, 2006

TO: Fran Harvey
CC: Gen Pete Pace
GEN Pete Schoomaker

FROM: Donald Rumsfeld *DR*

SUBJECT: General Officers at Fort Bragg/Pope Air Force Base

I ~~am~~ told there are 18 general officers at the Fort Bragg/Pope complex. That seems high to me for one base. Are they all necessary?

Why do we need brigadier generals commanding corps artillery, corps support command and the medical command -- could those be O-6 level fobs? Are there some efficiencies between the Army Special Operations Command, the Special Forces Command, and the Civil Affairs/Psypops Command? Could they be combined in some way?

Thanks.

Attach. 2/7/06 Chart of general officers at Fort Bragg/Pope AFB

DHR:ah
020705-05

Please Respond By 03/16/06

~~FOUO~~

11-L-0559/OSD/56945

OSD 05489-06

February 7, 2006

Memorandum for the Secretary of Defense

Subject: Generals at Fort Bragg

Sir,

Fort Bragg/Pope AFB has 18 General/Flag Officers.

82 nd Airborne Division	1 Major General Commanding and 2 Brigadier Deputies
18 th Airborne Corps	1 Lieutenant General Commanding , 1 Major General Deputy, and 1 Brigadier Chief of Staff
Corps Artillery	1 Brigadier Commanding
Corps Support Command	1 Brigadier Commanding
44 th Medical Command	1 Brigadier Commanding
Pope AFB Air Expeditionary Wing	1 Brigadier Commanding
US Army Special Operations Command	1 Lieutenant General Commanding, 1 Brigadier Deputy
Joint Special Operations Command	1 Major General Commanding, 1 Brigadier and 1 Rear Admiral Deputies
Army Special Forces Command	1 Brigadier Commanding
Army Special Warfare Center and School	1 Major General Commandant
Army Civil Affairs/Psychological Operations Command	1 Major General Commanding

Tab B

PRE-DECISIONAL ~~FOUO~~
ARMY GENERAL OFFICER AUTHORIZATIONS AT FORT BRAGG

FORCES	TOTAL GO AUTHORIZATIONS FY05	TOTAL GO AUTHORIZATIONS FY10	NET DIFFERENCES	COMMENTS
XVIII AIRBORNE CORPS	3	3	0	No Changes
82 nd AIRBORNE DIVISION	3	3	0	No Changes
1 ST COSCOM	3			Conversion in FY06 to Theater Sustainment Command
CORPS ARTILLERY HEADQUARTERS	1	0	-1	Corps Artillery Headquarters Inactivates FY07
44 TH MEDICAL COMMAND	1	0	-1	Converts to COL I 0 6 Command
USA SPECIAL OPERATIONS COMMAND	2			No Changes
SPECIAL FORCES COMMAND	2	2	0	Deputy to be filled with ARNG GO
JFK SPECIAL WARFARE CENTER AND SCHOOL	1			No Changes
JOINT SPECIAL OPERATIONS COMMAND (*TWO JOINT POSITIONS)	1 (Army) (2 (Joint))	1 (Army) (2 (Joint))	0	Pending request from SOCOM for a 2-Star Deputy will increase the total to 4 GOs *JSOC BG Deputy – USAF *JSOC RADM Deputy – USN
USA CIVIL AFFAIRS ■ PSYCHOLOGICAL OPERATIONS COMMAND	2	2	0	Commander: Mobilized USAR GO (counted against AC GO ceiling) Deputy: Drilling Reservist (Does not count against AC GO ceiling)
TOTAL ARMY GOs AUTHORIZED	19	16	-3	Does not include 2 Joint Billets

Note: Total does not include the USAF Air Expeditionary Wing Commander (1-star) – Pope AFB

11-L-0559/OSD/56948

~~FOUO~~

March 29, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld *DR*

SUBJECT: Bulgaria

Bulgaria

Please get back to me on how we are going to sort out this Bulgaria problem. We must not go forward if that issue is open in any way at all. I don't want to finesse it. It has to be dealt with directly. If it cannot be handled properly, then we are not going to go forward.

Thanks.

Attach 3/28/06 DIA Intel piece

DHR:es
032906-14

.....
Please Respond By April 13, 2006

*UCB -
please control and
call or email me the
#*

*Thanks-
Jon*

~~FOUO~~

OSD 05502-06

29 MAR 06

11-L-0559/OSD/56949

~~FOUO~~

February 23, 2006

TO: David Chu
CC: Dorrance Smith
FROM: Donald Rumsfeld *DR*
SUBJECT: "Widow's Tax"

Please take a look at this Dan Shea piece from *The New York Times* and tell me if it is true.

If it isn't true, please get with Dorrance Smith and let's get a letter to both *The New York Times* and the editor of this magazine.

Thanks.

Attach. Shea, Dan. "How War Widows Get Shortchanged," *The New York Times*, quoted in *THE WEEK*, February 24, 2006, p. 14.

DRM:dr
022306-04

.....

Please Respond By March 09, 2006

~~FOUO~~

OSD 05507-06

14 NEWS

Best columns: The U.S.

Why Hillary will decide not to run

Benjamin Schwartzman
The Weekly Standard

Everyone agrees that Hillary Clinton is the clear front-runner for the 2008 Democratic presidential nomination. But everyone's wrong, said Republican political strategist Douglas Mackinnon in *The Weekly Standard*. Clinton "will not run for president in 2008. Guaranteed." I've reached this conclusion by talking to lots of Democrats who say primarily what they can't say in public: "Her party is really, really, really desperate to win that she 'White House,' and to do that, Hillary 'has to get out of the way.'" Democrats know that with a final loss handing their ticket, they have a good chance to win in 2008, simply because change is always attractive to voters, especially when eight years of a conservative Republican presidency, Hillary is the embodiment of a fresh face. In a recent CNN/USA Today/Tollway poll, 51 percent said they would "definitely not" vote for her for president. Why start off the 2008 race with a candidate already disliked by half the voters? Even among loyal Democrats, "Clinton fatigue" runs deep. They want 2008 to be about Iraq and health care and other Democratic-friendly issues, not *Michelle Obama*, *Michelle*, and *Hillary*. Look for the Democrats to pass around to a red-state conservative like Sen. Mitch McConnell, *Michelle*, with Hillary dropping out in return for a permanent position in the administration—perhaps as secretary of state. It's not the job she deserves of, but at 59, she's young enough to wait for 2012 or 2016.

The gathering storm in Latin America

Neil Pennington
Los Angeles Times

While the U.S. is "focused on the Middle East," said Neil Pennington in the *Los Angeles Times*, a region much closer to home has been quietly slipping out of our control. Central and South America are rapidly rejecting more than a century of U.S. influence, and changing non-American peoples in their governments. Bolivia and Chile have just chosen far-left leaders, and the nations Obama himself will likely witness in Peru's elections in April. Mexico, long a U.S. ally, will probably elect the anti-U.S. Antonio Manuel Lopez Obrador in July. Serving as a replacement for the growing Latin rebellion is Venezuela's Hugo Chavez, who just last week called George W. Bush an "imperialist" and a "thief" more dangerous than Hitler. "If Chavez wins a Mexican leadership, the world has huge problems. But because he says it is Spanish-speaking people," that's dangerously distorted. In 1823, President James Monroe announced Latin America's strategic importance by forbidding European meddling in the entire Western Hemisphere. Time has proved the wisdom of Monroe's doctrine. Latin America plays an important role in our economy, and Venezuela and other Latin American countries sit atop 8.5 percent of the world's oil reserves. That gives Brazil regional leverage over U.S. oil prices. Mexico and other Latin American nations could also easily embargo any nations in U.S. transportation policy. The conventional wisdom about our "strategic importance" to Latin America is that the end of the Cold War has resulted in our geopolitical backyard being unimportant. "Rubbish. It mattered to Monroe, and it should matter to us."

How war widows get shortchanged

Paul Thomas
The New York Times

My brother was killed by a rocket attack in Fakhila on Sept. 14, 2004, and Paul Thomas in *The New York Times* wrote: "There are rules" when he returned in 1993. He also assumed that if he sacrificed his life for his country, the government would take care of his wife, Mary, and two children. "Sadly, that's not the case." War widows are covered by two federal programs—a Pentagon survivors plan, which pays 40 percent of a widow's monthly salary, and a Veterans Affairs program that provides \$1,035 a month, plus a modest amount for every dependent. "That may sound generous enough, but there's a catch—what insurers call a 'widow's tax.'" Under the current law, the payment from the Pentagon is reduced "dollar for dollar" by the VA payment. After that adjustment, Mary, who just last year earned an annual income of \$24,000 a year to raise a family whose father gave his life for his country, Kevin held the rank of lieutenant colonel, the wife of a four-star general even less money, by a nation whose every politician claims to "support our troops," this is a disgrace. "If President Bush really wants to honor the men and women fighting this war—and dying like my brother—then he should call on Congress to eliminate the widow's tax. It's the least he can do."

It must be true...



UNDERSECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

11:52

INFO MEMO

PERSONNEL AND
READINESS

April 3, 2006

FOR SECRETARY OF DEFENSE

FROM: David S. C. Chu, USD (P&R)

SUBJECT: *David S. C. Chu Signet*
Widow's Tax — SNOWFLAKE (Tab A)

- You asked if the column by Dan Shea was true. Yes, as far as it goes, but the omissions create an erroneous conclusion.
- Because of the omissions, Mr. Shea substantially understates survivor benefits.
 - o He failed to note that for deaths on active duty you can avoid the "widow's tax" by assigning DoD's survivor benefits to the minor children.
 - o He also ignored other benefits such as subsidized healthcare and shopping privileges at military commissaries and exchanges.
 - o He failed to note that social security benefits also accrue to the widow with minor children according to age and income, i.e., the widow of an E-6, age 26 with 8 years of service would receive \$874 per month and \$874 per month per child up to a family maximum of \$2,148.
 - o He didn't note that we currently provide about a half million dollars in insurance and other cash payments upon death.
- His assertion that a lower ranking member is "even worse off" is wrong.
 - o For pay grades E6 and below, a surviving spouse with two children will have modestly more annual income than the member's pay and allowances at the time of death and most of it will be tax free.
- We sent a rebuttal letter to the New York Times which the editor refused to publish (Tab B). We will try again with "The Week".

Attachments:

As stated

cc: Dorrance Smith

Prepared By: C. Witschonke, (b)(6)

OSD 05507-06

11-L-0559/OSD/56952

TAB

A

~~FOUO~~

February 23, 2006

TO: David Chu
CC: Dorrance Smith
FROM: Donald Rumsfeld *DR*
SUBJECT: "Widow's Tax"

Please take a look at this Dan Shea piece from *The New York Times* and tell me if it is true.

If it isn't true, please get with Dorrance Smith and let's get a letter to both *The New York Times* and the editor of this magazine.

Thanks.

Attach. Shea, Dan. "How War Widows Get Shortchanged," *The New York Times*, quoted in *THE WEEK*, February 24, 2006, p. 14.

~~FOUO~~
022306-04

Please Respond By March 09, 2006

~~FOUO~~

OSD 05507-06

11-L-0559/OSD/56954

14 NEWS

Best columns: The U.S.

Why Hillary will decide not to run

Douglas Brinkmann
The Weekly Standard

Everyone agrees that Hillary Clinton is the clear front-runner for the 2008 Democratic presidential nomination. She even has the young and Republican political strategist Douglas Blackstone in *The Weekly Standard*. Clinton "will not run for president in 2008. Guaranteed." I've reached this conclusion by talking to lots of Democrats who say privately what they can't say in public: "That party is really, really, really desperate to win back the White House," and to do that, Hillary "has to get out of the way." Democrats know that with a fresh face leading their ticket, they have a good chance to win in 2008, simply because change is always attractive to voters, especially after eight years of a continuous Republican presidency. Hillary is the embodiment of a fresh face. In a recent CNN/USA Today/Gallup poll, 51 percent said they would "definitely not" vote for her but her husband. Why start off the 2008 race with a candidate already disliked by half the voters? Even among loyal Democrats, "Clinton fatigue" runs deep. They want 2008 to be about Iraq and health care and other Democratic-friendly issues, not Hillary, who's boring, and Hillarycrats. Look for the Democrats to have selected in a red-state caucus like former Virginia Gov. Mark Warner, with Hillary dropping out in return for a prominent position in the administration—perhaps as secretary of state. It's not the job she deserves of, but at 39, she's young enough to wait for 2012 or 2016.

The gathering storm in Latin America

Matt Ferguson
Los Angeles Times

While the U.S. is "fascinated on the Mexican world," said Niels Ferguson in the *Los Angeles Times*, a region much closer to home has been quietly slipping out of our control. Central and South America are rapidly rejecting more than a century of U.S. influence, and despising anti-American populists in their presidents. Bolivia and Cuba have just elected far-left leaders, and the militant Ollanta Humala will likely triumph in Peru's elections in April. Mexico, long a U.S. ally, will probably elect the anti-U.S. Andres Manuel Lopez Obrador in July. Serving as reminder for this growing Latin rebellion is Venezuela's Hugo Chavez, who just last week called George W. Bush an "imperialist" and a "fascist" more despised than Hitler. "If Chavez were a shaman looking this would be his magic aura. But because he says it is quickly everyone joins." That's dangerously derided. In 1923, President James Monroe acknowledged Latin America's economic importance by establishing European trading in the entire Western Hemisphere. Then he proved the wisdom of Monroe's doctrine. Latin America plays an important role in our economy, and Venezuela and other Latin American countries are now 8.5 percent of the world's oil reserves. Their gross domestic product average over U.S. oil prices. Mexico and other Latin American nations could also easily advantage any reforms in U.S. immigration policy. The conventional wisdom about our "strategic vulnerability" to Latin America is that the end of the Cold War has resulted not only geopolitical but also cultural independence. "Rubbish. It resulted in Mexico, and it should matter to us."

How war widows get shortchanged

Sam Simon
The New York Times

My brother was killed by a rocket attack in Fajujah on Sept. 34, 2004, and then died in *The New York Times*. Even "I have the right" when he died in 1989. He also assumed that if he sacrificed his life for his country, the government would take care of his wife, Mary, and two children. "Surely, that's not the case." What widows are covered by two federal programs—a Postage and Service plan, which pays 40 percent of a soldier's monthly salary, and a Veterans Affairs program that provides \$14,533 a month, plus a modest amount for every dependent. That may sound generous enough, but there's a catch—what insiders call a "widow's tax." Under the current law, the payment from the Postage is reduced "dollar for dollar" by the VA payment. After that adjustment, Mary, who got her own cancer on her head to accommodate Kevin's military career, gets all of \$1,517 a month—less than \$24,000 a year to raise a family without father gave his life for his country. Kevin held the rank of lieutenant colonel, the wife of a low-ranking soldier gets even less money. In a nation where every politician claims to "support our troops," this is a disgrace. "If President Bush really wants to honor the men and women fighting this war—and dying like my brother—then he should call on Congress to eliminate the widow's tax. It's the least he can do."

It must be true

TAB

B

The New York Times

February 13, 2006

Op-Ed Contributor

Left Behind

By DAN SHEA

Seattle

MY brother Lt. Col. Kevin Shea was killed by a rocket attack in Falluja on Sept. 14, 2004. He knew the risks when he joined the Marine Corps in 1989. But he also thought that if anything ever happened to him, the United States government would take care of his wife, Amy, and his two children. Sadly, that's not the case.

Since Kevin died, Amy has had to deal with not only the grief of losing her husband and her best friend, but also with the difficulties of financially coping with life without him. Like most military spouses, during her time with Kevin, Amy endured multiple moves across the country and long deployments that forced her to put her career on hold. There are federal programs to assist her, but she and other widows of service members have found that these programs do not provide nearly enough.

You see, basically, a widow of a service member killed in the line of duty has two programs (excluding Social Security) to rely on for financial help. The first is a survivors' plan paid by the Department of Defense, which is about 41 percent (technically the survivor would get 55% of the member's retired pay (because he was killed on AD, the retired pay is calculated at 75% of high three) and if you multiply 55% x 75% you get 41%) of the deceased person's monthly salary before taxes. The second program is a dependent's compensation paid by the Department of Veterans Affairs that is \$1,033 a month tax free, plus a modest sum added for every dependent child.

Sounds fair, right? But here's the problem: under the current law, the payment from the Defense Department to a surviving spouse is reduced dollar for dollar by the Veterans Administration's payment. So while you would think my sister-in-law, as the wife of a lieutenant colonel whose basic monthly salary is \$4,431.60 (hard to know if this is correct, he may have been a LTC for one year and a major for two), would receive about \$2,850 a month (41 percent of \$4,431.60 or \$1,817 plus \$1,033, in fact, all she's getting is \$1,817 that is, \$784 from the Pentagon and \$1,033 from Veterans Affairs. Moreover, if Amy, who is 41 years old, remarries before the age of 55, she gets nothing (SBP may be reinstated if marriage ends in divorce or death).

The wife of a low-ranking enlisted soldier, say, a Marine lance corporal, is even worse off. All she gets is the dependent's payment of \$1,033, because there is nothing left of her husband's salary after this so-called widow's tax takes its bite.

We all know it's not about the money, but come on, how can you survive on that in this economy?

This past Veterans Day, the Senate voted overwhelmingly to endorse an amendment proposed by Senator Bill Nelson, Democrat of Florida, to the defense authorization bill that would have eliminated the widow's tax. The bill then went into conference, where House and Senate members worked out various differences before a final vote by Congress. During that time, the amendment was removed. One can only assume that certain members of the Senate had no intention of backing the amendment but were reluctant to appear unsupportive of our troops on Veterans Day, of all days.

If President Bush really wants to honor the men and women fighting this war— and dying like my brother — then he should call on Congress to eliminate the widow's tax. It's the least he can do.

Dan Shea is a lawyer for an insurance company

11-L-0559/OSD/56957

**New York Times Letter to the Editor
on Military Death Benefits**

Letters to the Editor
The New York Times
229 West 43rd Street
New York, NY 10036
letters@nvtimes.com
Fax: (212)556-3622.

Dear Editor,

The Feb. 13 letter to the editor by Dan Shea of Seattle substantially understates the survivor benefits provided on behalf of those who sacrifice their lives in the service of our nation.

While understanding his grief at the death of his brother, Mr Shea didn't note that the nation currently provides about a half million dollars in insurance and other cash payments upon death, which the family may use for immediate expenses or may invest for the future. When combined with social security and tax-free government benefits, the resources available to survivors are even greater. Also ignored were potential lifetime benefits such as healthcare and shopping privileges at military commissaries and exchanges.

The assertion that a lower ranking member is "even worse off," is misleading. In fact, for all in pay grade E6 and below, a surviving spouse with two children will have more annual income than the member's pay and allowances at the time of death. Most of this annual income is tax-free.

These facts do not suggest that income compensates for the loss of a loved one, but Mr Shea's letter focused on pays and benefits, and we thought it important to provide a fuller accounting of the ways our nation supports the survivors of its fallen soldiers.

William Carr,
Deputy Undersecretary of Defense for
Military Personnel Policy

~~FOUO~~

April 04,2006

TO: Robert Wilkie

CC: Robert Rangel

FROM: Donald Rumsfeld

DA.

SUBJECT: Letter to Governors

What happened to the letter to the governors we were working on? We were going to tell them we appreciate what they have done and what we hope they will do.

Thanks

DHR:dh
060406-03

.....
Please Respond By 04/13/06

~~FOUO~~

OSD 05557-06

11-L-0559/OSD/56959



THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

UNCLASSIFIED

9:05

INFO MEMO

April 06, 2006 12:00 PM

FOR: SECRETARY OF DEFENSE

FROM: Robert Wilkie, Acting Assistant Secretary of Defense
for Legislative Affairs (b)(6)

SUBJECT: SECDEF Snowflake Response – Letters to Governors. #040406-03

- You asked that letters be drafted, for your signature, and sent to each Governor outlining what we want them to do and informing them that DoD would send someone out to meet with them.
- The snowflake was tasked to Dr. Chu's office and letters were drafted
- We have reviewed the letters, and they are tailored to specific issues of concern to each of the governors of U.S. states and territories.
- The letters are now with the Executive Secretariat in the final review process

Attachments:

Snowflakes #040406-03, 022806-12

Prepared by: Dan Wilmot, Director of Intergovernmental Affairs, (b)(6)

11-L-0559/OSD/56960

OSD 05557-06

~~FOUO~~

April 04,2006

TO: Robert Wilkie

CC: Robert Rangel

FROM: Donald Rumsfeld

DA

SUBJECT: Letter to Governors

What happened to the letter to the governors we were working on? We were going to tell them we appreciate what they have done and what we hope they will do.

Thanks

DHR:dh
040406-03

Please Respond By 04/13/06

~~FOUO~~

OSD 05557-06

11-L-0559/OSD/56961

FOUO

February 28, 2006

TO: David Chu

CC: Robert Wilkie

FROM: Donald Rumsfeld *DA.*

SUBJECT: Letter to Governors

I have been over the Department of Defense and Department of State Partnership.

Please work with Robert Wilkie to draft a letter from me to each Governor, outlining the things we want them to do, including an attachment indicating we are going to send somebody out to meet with all of them. That way we can get them to move on the things we need them to move on.

Thanks.

DHR:ss
022806-12

.....
Please Respond By 03/21/06

~~FOUO~~

11-L-0559/OSD/56962

OSD 05153-06

~~FOUO~~

March 17, 2006

TO: Eric Edelman

031706-12

FROM Donald Rumsfeld

D.A.

66/003447

SUBJECT: Donors Conference for Iraq and Ambassadors in Iraq

Let's push the idea of a donors conference for Iraq to be held in Saudi Arabia.

Let's also push the idea that the neighboring countries ought to put Ambassadors into Iraq.

Thanks.

DHR:sa
031706-12

1

.....
Please Respond By 04/04/06

~~FOUO~~

03-15-16 10:25 AM

11-L-0559/OSD/56963

OSD 05597-06

4h
1400

OFFICE OF THE
SECRETARY OF DEFENSE

INFO MEMO

7-11-06 -7 APR 27 DSD

APR 05 2006

FOR SECRETARY OF DEFENSE

FROM: Eric S. Edelman, Under Secretary of Defense for Policy

SUBJECT: Improvements to Committee on Foreign Investment in the US (CFIUS) Process

- You asked for additional information on how we will keep you informed on relevant CFIUS cases, and the improvements being made to the CFIUS process (next under).
- There have been a variety of new efforts, both within DoD and across the Interagency

- Within the Defense Department (See process flow chart Tab A)

- Enhanced Transparency
 - Both ASD Peter Flory and I review the status of cases weekly.
 - Deputy Secretary England participates in CFIUS Deputies Meetings.
- Senior Review and Oversight
 - We will provide an update to you at least monthly (See example at Tab B)
 - I will make recommendations to you on all cases with documented DoD concerns, and gain your concurrence on all cases.
 - DSD England has an active role in decisions on sensitive cases, such as those undergoing investigation (e.g., Checkpoint, Dubai Holding).
- Targeted review by DoD organizations and new reviewing offices
 - Agencies must clearly identify any concerns and develop potential mitigation strategies, with senior-level sign-off (ASD level or higher).
 - Chairman ICS, ASD/Homeland Defense, ASD/ISA or ASD/ISP country desks will all participate in the review process.
- Development of new DoD Instruction
 - Initiated by Policy in March 2006. Now under review by Policy, AT&L, NII, and OGC staffs.

- Within the Interagency

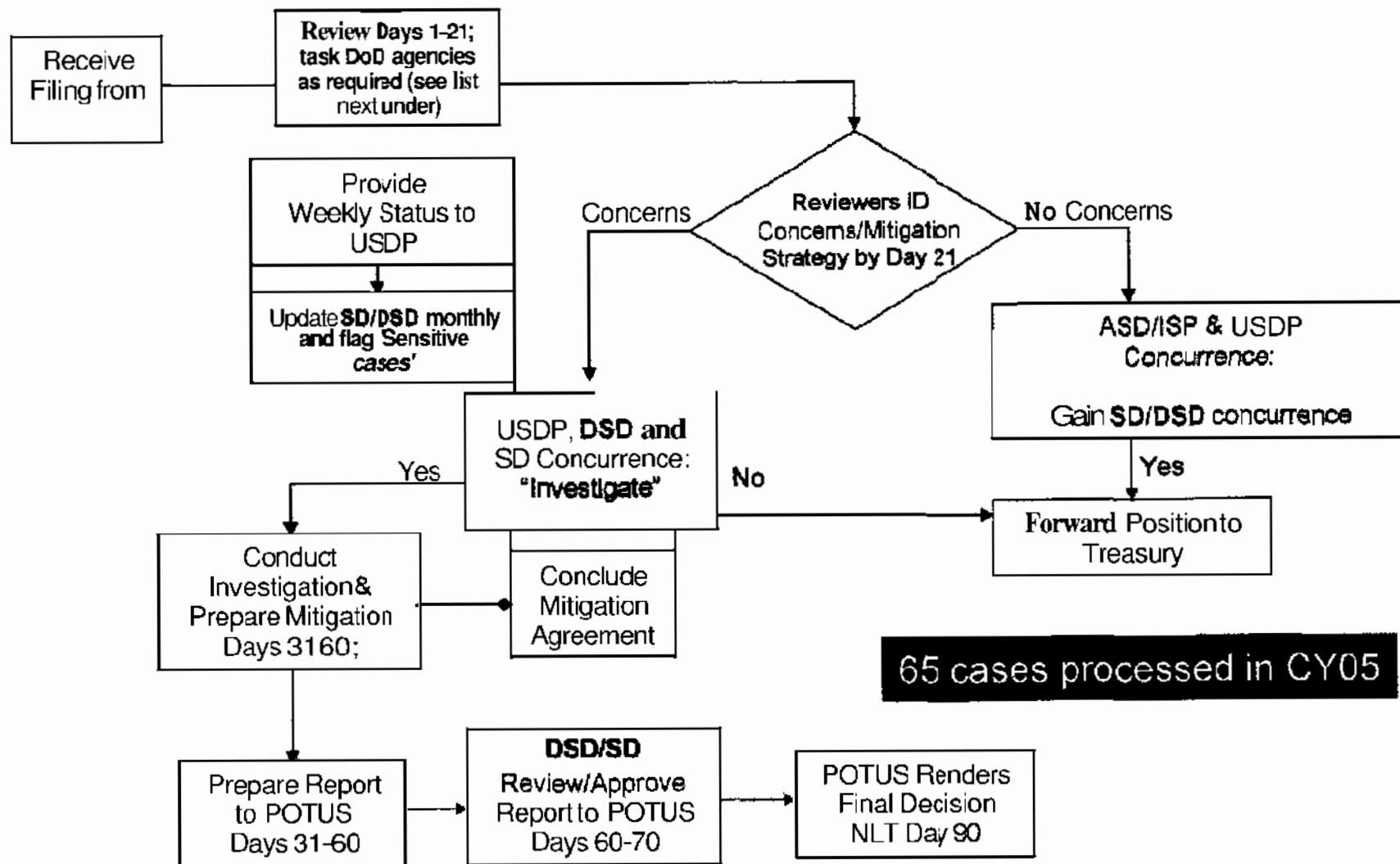
- Changes to the Intelligence Community review process
 - Addition of Director of National Intelligence as CFIUS member.
 - Production of single, integrated National Intelligence Council risk assessment to include independent DIA technology risk assessment.
 - Increased high-level communication and awareness at Deputies meetings.

MA SD	4/11	SMA DSD	
SA SD	4/10	SA DSD	RE 7 APR
EXEC SEC	4/7		4/11 7:00
ESR MA	4/7	STF DIR	

1-L-0550-0SD/5606506 I-06/004374

TAB A

CFIUS REVIEW PROCESS



Note 1 - Colored boxes indicate recent changes to internal DoD CFIUS Review Process

Note 2 - Company may decide to withdraw-file or withdraw/abandon at any time during process

Note 3 - Does not reflect possible changes regarding congressional notification

19 DoD Components that Participate in CFIUS Review Process

- Chairman of the Joint Chiefs of Staff
- Undersecretary of Defense (Intelligence)
- National Reconnaissance Office
- Assistant Secretary of Defense (International Security Affairs)
- Assistant Secretary of Defense (International Security Policy)
- Assistant Secretary of Defense (Network & Information Integration)
- Assistant Secretary of Defense (Homeland Defense)
- General Counsel for Office of the Secretary of Defense
- Deputy Under Secretary of Defense (Industrial Policy)
- National Security Agency
- Defense Advanced Research Projects Agency
- Defense Intelligence Agency
- Defense Logistics Agency/J-38
- Defense Security Service
- Missile Defense Agency
- **Defense Technology Security Administration**
- Deputy Assistant Secretary of the Air Force (Science, Technology, and Engineering)
- Army Materiel Command
- Navy International Programs Office

TAB B

11-L-0559/OSD/56969

Pending CFIUS Cases

Reflects Treasury Case Status as of 3/28/2006

Case #	Acquirer/Target	Pre-Filing Notification	DNI Report:		Date Requested	Date Received	DIA report sent to CFIUS	Industry of Target	Transaction Value	45-Day Investigation	Reflects DoD Comments as of 3/29/2006	
			Day 1	Day 30							Product/Service/DoD Impact	DoD Status/Remarks
06-06	Dubai Holding LLC (UAE govt owned)/Ross Catherall US	DoD notified Treas of transaction 4-Jan	28-Jan	27-Feb	31-Jan	6-Mar	15-Feb	metal castings for military and Other industries	\$1.2 billion	Day 1 = 2/28 Day 45 = 4/13 POUS 15 = 4/21	Doncasten manufactures turbine components for Abrams tank and military aircraft.	DoD and Treasury preparing report to POTUS. Army finalizing additional assurances.
06-11	Arysta Life Science (Japan)/Micro Flo and BASF	none	28-Feb	29-Mar	1-Mar	22-Mar	22-Mar	fertilizer and herbicides	5193 million	N/A	Firm formulates and sells off-patent crop protection chemicals.	No concerns within DoD. DUSD(TSP&NDP) approved DoD not to further investigate. Position provided to Treasury 3/28.
06-12	GE Fanuc Embedded System (Japan)/Condor Engineering	none	1-Mar	30-Mar	2-Mar	22-Mar	22-Mar	avionics software	562 million	N/A	Designs, manufactures, markets, and provides support for data communications solutions for avionics.	No concerns within DoD. DUSD(TSP&NDP) approved DoD position not to further investigate. Position provided to Treasury 3/29.
06-13	Frere Bourgois SA (Belgium)/ US Oil & Refining	none	3-Mar	3-Apr	6-Mar	..	(DNI) 27-Mar	oil refining	\$208 million	N/A	Markets fuels, owns McChord Pipeline Co, which runs to McChord AFB. Supplies kerosene to McChord AFB.	No concerns within DoD. Other suppliers exist for products to DoD.
06-14	DP World (UAE govt-owned)/P&O	New filing of 05-60 closed 17-Jan	3-Mar	3-Apr	6-Mar	22-Mar	22-Mar	port operations	\$6.8 billion	N/A	Responsible for all of P&O's North America port operations: containerized cargo handling in port includes trans-shipment, container loading, warehousing general cargo. Company provides certain cargo handling services to DoD	As of 15 Mar 2006, DP World indicated Intention to sell North American operations to unrelated US company. Treasury working to officially close CFIUS actions.

Pending CFIUS Cases

Reflects Treasury Case Status as of 3/28/2006

Reflects DoD Comments as of 3/29/2006

	Acquirer/Target	Pre-Filing Notification	Day 1	Day 30	DNI Report:		DIA report sent to CFIUS	Industry of Target	Transaction Value	45-Day Investigation	Product/Service/DoD Impact	DoD Status/Remarks
					Date Requested	Date Received						
06-15	Innovative Technology Investment Ltd (BVI) [Mr. Hip (HK)]/UST Inc	None	21-Mar	18-Apr	(DNI) 13-Mar	--	--	medical ultrasound equipment	\$10 million	N/A	Involved in research and development of High Intensity Focused Ultrasound ("HIFU") for intraoperative hemostasis, cauterization, intraoperative precauterization at sites of organ transactions, and tissue ablation	DTSA reviewing to determine if any critical technology is involved. Staffed for review 3/21.
06-16	GKN plc (U.K.)/Sierracin Corporation	New filing of 06-09 withdrawn 17-Mar	21-Mar	19-Apr	16-Feb	13-Mar	9-Mar	windshields and glass clad security products	\$100 million	N/A	Manufactures composite & laminated aircraft transparency products and all-glass windows for use as windshields and cockpit enclosures. Sierracin has contracts with US Air Force bases, and has 2 special DoD contracts.	Filing withdrawn on 17 Mar 2006 and refiled. AF reviewing concerns with classified contracts. AT&L reviewing related antitrust issue.
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06-18	Telelogic (Sweden)/I-Logix	CFIUS phoned attorneys 14-Mar	20-Mar	26-Apr	27-Mar	--	--	computer modeling software	\$80 million	N/A	Develops, markets and supports design automation software tools for real-time embedded system and software application developers. Firm has unclassified DoD contracts.	Staffed for review 3/28.

OFFICIAL USE
INFO MEMO

SD

FOR SECRETARY OF DEFENSE

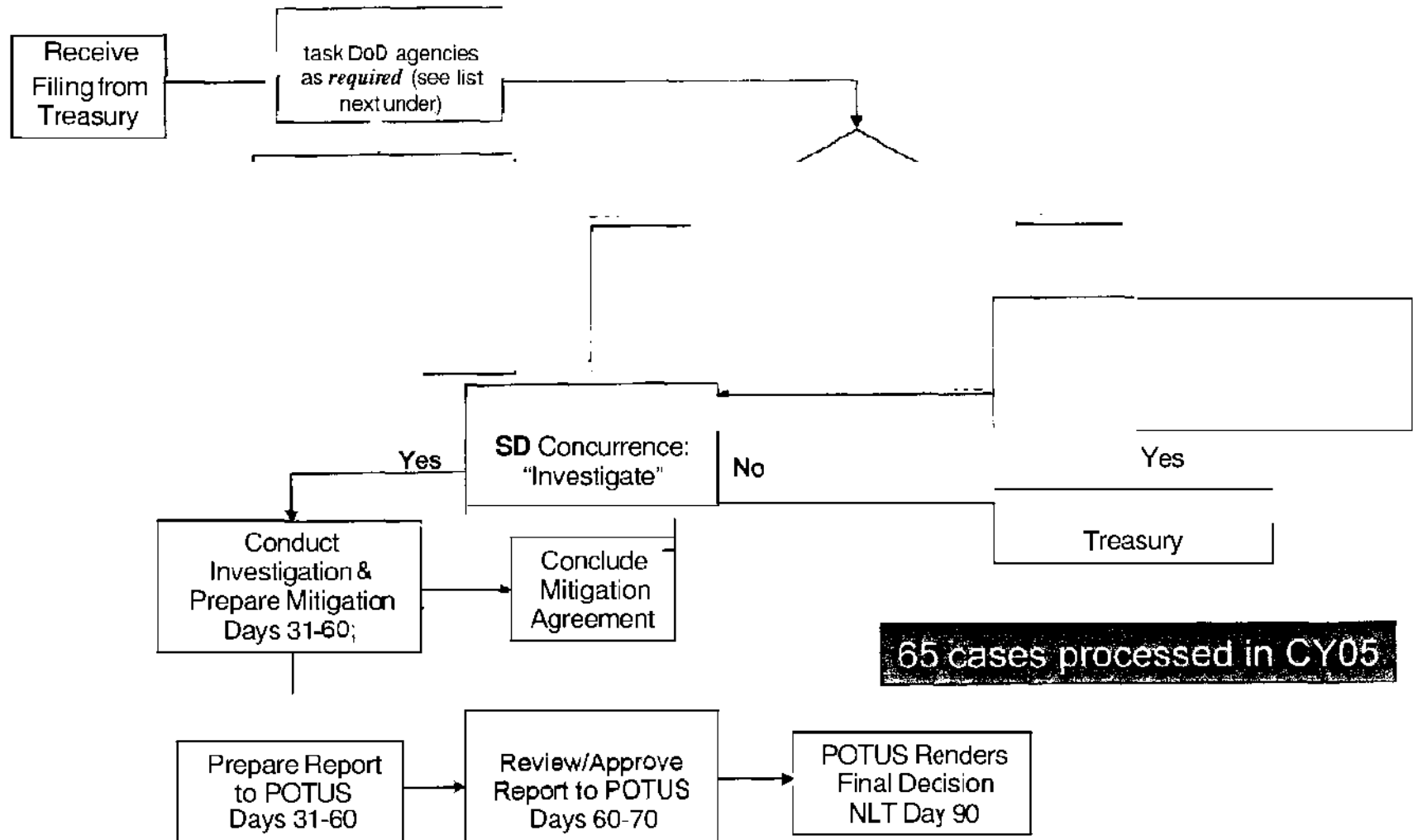
FROM: Eric S. Edelman, Under Secretary of Defense for Policy 

APR 05 2006

SUBJECT: Improvements to Committee on Foreign Investment in the US (CFIUS)
Process

- You asked for additional information on how we will keep you informed on relevant CFIUS cases, and the improvements being made to the CFIUS process (next under).
- There have been a variety of new efforts, both within DoD and across the Interagency
 - Within the Defense Department (See process flow chart Tab A)
 - o Enhanced Transparency
 - Both ASD Peter Flory and I review the status of cases weekly.
 - Deputy Secretary England participates in CFIUS Deputies Meetings.
 - o Senior Review and Oversight
 - We will provide an update to you at least monthly (See example at Tab B)
 - I will make recommendations to you on all cases with documented DoD concerns, and gain your concurrence on all cases.
 - DSD England has an active role in decisions on sensitive cases, such as those undergoing investigation (e.g., CheckPoint, Dubai Holding).
 - o Targeted review by DoD organizations and new reviewing offices
 - Agencies must clearly identify any concerns and develop potential mitigation strategies, with senior-level sign-off (ASD level or higher).
 - Chairman JCS, ASD/Homeland Defense, ASD/ISA or ASD/ISP country desks will all participate in the review process.
 - o Development of new DoD Instruction
 - Initiated by Policy in March 2006. Now under review by Policy, AT&L, NII, and OGC staffs.
 - Within the Interagency
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11-L-0559/0559/56972 I-06/004374



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- Assistant Secretary of Defense (Network & Information Integration)
- Assistant Secretary of Defense (Homeland Defense)
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- National Security Agency
- Defense Advanced Research Projects Agency
- Defense Intelligence Agency
- Defense Logistics Agency/J-38
- Defense Security Service
- Missile Defense Agency
- Defense Technology Security Administration
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- Army Materiel Command
- Navy International Programs Office

Pending CFIUS Cases

Reflects Treasury Case Status as of 3/26/2006

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Pending CFIUS Cases

Reflects Treasury Case Status as of 3/28/2006

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~~FOUO~~

APR 13 2006

TO: Robert Rangel
FROM: Donald Rumsfeld *DR*
SUBJECT: Memo on Leg Affairs ~~Status~~ Report

Please take a look at the last item on page one of this memo, and let me know if that makes sense.

me know if

Also, take a look at the last item on page two and tell me what the

atus of that is.

Thanks.

Attach 4/7/06 Wilkie memo to SecDef

DHR:as
041206-25

.....
Please Respond By April 26, 2006

0206A

13 April 06

16 April 06

OSD 05651-06



8/8/2006 12:52:21 PM

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~~FOUO~~

11-L-0559/OSD/56977



2006-04-07 11:4

April 7, 2006. 1:00 P.M.

INFO MEMO

FOR SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Robert L. Wilkie, Acting Assistant Secretary of Defense
for Legislative Affairs, (b)(6)

Robert L. Wilkie

SUBJECT: Legislative Affairs Status Report

This weekly report summarizes major Legislative Affairs issues, challenges, and activities for the Secretary and Deputy Secretary of Defense.

Hot Issues:

- **Defense Oversight Engagement Plan:** This calendar year, SECDEF has met with 42 of the 148 Members of Congress assigned to leadership positions, the Senate and House Armed Services Committees, the Senate and House Defense Appropriations Subcommittees, the Senate Select Committee on Intelligence, and the House Permanent Select Committee on Intelligence. In total, you have met with 98 MOC.
- **Nominations:**
 - On April 5, Senate Majority Leader Bill Frist (R-TN) filed for cloture on the nominations of DEPSECDEF England, ASD Peter Flory (International Security Policy) and ASD Dorrance Smith (Public Affairs). DEPSECDEF England was confirmed by voice vote on April 6. ASD Smith was confirmed 59-34 on Apr 7. A vote for cloture on ADS Flory's nomination failed to achieve the 60 votes required to end the filibuster, 52-41.
 - Ben Cohen (Army General Counsel) began his courtesy calls and has received Advance Policy Questions from the SASC. A date for the hearing has not been set.
 - Senator John McCain (R-AZ) continues to hold the nomination of Michael Dominguez (DUSD (P&R)) over C-130J contract issues.

Emerging Topics:

- **HPSCI Report on Interrogations.** The HPSCI is drafting a report on interrogations. USD(I) and LA assisted the Committee by providing informational briefings and by arranging a meeting with SOUTHCOM/GTMO officials. However, requests from Committee staff to interview CENTCOM and SOCOM officials will not be honored until after the release of the Army Field Manual. Army and DoD leadership will brief the HPSCI and all committees of jurisdiction about the Field Manual upon its release.

MA SD	4/11	SMA DSD	
ISA SD	4/11	SA DSD	
EXEC SEC	4/11	1000	4/11 0720
ESR MA	4/11	STF DIR	

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11-L-0559/OSD/56978

OSD 05651-0

- **Prohibiting Demonstrations at Military Funerals:**

- Rep. Mike Rogers's (R-MI) *Respect for America's Fallen Heroes Act* is attracting interests from House Members. The bill would outlaw demonstrations within 500' of a funeral for a member of the Armed Forces held at cemeteries controlled by the National Cemetery Administration and at Arlington National Cemetery, starting an hour before and ending an hour after the funeral. There are 70 cosponsors.
- The superintendent of Arlington supports the bill because it would prevent disruptive demonstrations held near Arlington Cemetery. However, Veteran's Administration and Arlington National Cemetery leaders are concerned this bill may supersede more restrictive regulations currently in place.
- A similar Senate bill, introduced by Sen. Evan Bayh (D-IN), would outlaw demonstrations within 300' of a cemetery, mortuary, or church during the funeral of a service member, starting an hour before and ending an hour after the funeral. So far, Sen. Saxby Chambliss (R-GA) is the only cosponsor.

- **CFIUS Review of Doncaster Sale:** Dubai International Capital is pursuing acquisition of Doncasters Group Ltd, sole source supplier of a part used in the MIAbrams tank. The 45-day review is nearing completion. The inter-agency has decided on a preemptive information campaign to inform Congress and the public of this deal. During a White House conference call on April 7, it was decided that the Army would brief the HASC staff (who requested a briefing) and interested Members on what Doncaster makes, where, the value of its contract with DoD, and the impact if the contract was cancelled. The briefing team will not discuss the CFIUS process or recommendations to the President. My office will coordinate briefings to key Congressional leadership, including Senators Warner, Shelby, Lieberman, Collins and Congressman Oxley, among others.

- **Hill Concerns/Controversies:**

- **Downing Report on Special Operations:** Sen. John Warner (R-VA) and Sen. Carl Levin (D-MI) wrote you on March 30 requesting a copy of the report by April 14. They also indicated the Committee may request a follow-on briefing.
- **Information Operations:** The Senate Select Committee on Intelligence remains concerned with a perceived lack of leadership over DoD Information Operations. Chairman Pat Roberts (R-KS) sent you a letter on March 29 requesting a briefing from officials of the Office of General Counsel, the Office of the Undersecretary of Defense (Policy), and the Joint Staff on the legality and implications of DoD efforts to place pro-American messages in foreign media. Efforts are underway to address Info Operations policy internal to the Department and to respond to the Senator's concerns.

- **Hearings/Briefings/Meetings:**

Past:

- **ODR and WMD:** On April 4, ASD(ISP) Flory and James Tegenia (Defense Threat Reduction Agency Director) testified before the HASC Terrorism, Unconventional Threats and Capabilities Subcommittee hearing on implementing the QDR recommendations for combating WMD. In general, Members expressed support for DoD's WMD strategy and for providing additional resources to implement the strategy.
- **Interagency Coordination for the Global War on Terror:** On April 4, ASD (SOLIC) O'Connell, VCJS Giambastiani, VADM (Ret) Redd (Director, NCTC), and Henry Crumpton (Coordinator for Counterterrorism, State Dept.) testified at a HASC hearing on improving interagency coordination for the GWOT. The witnesses noted that significant progress has been made addressing the problems of interagency coordination. They also acknowledged that more improvement is needed.
- **Cost Controls for Defense Health Program:** Sen. Ben Nelson (D-NE) and Lindsey Graham (R-SC) were the only Members to attend the April 4 SASC Personnel Subcommittee hearing on military health care. Questions focused on the proposed increase in TRICARE premiums and ways to contain costs without increasing premiums. After the hearing, Sen. Graham asked GAO to undertake a study to confirm DoD's cost-saving assumptions.
- **Special Operations Forces Hearing:** On April 5, ASD(SOLIC) O'Connell, VADM Olson (SOCOM Deputy Commander), NCTC Director Redd, and Jeffrey Rapp (Director, Joint Intelligence Task Force – Combating Terrorism) testified at the SASC Emerging Threats Subcommittee hearing on the FY07 request and DoD's role in combating terrorism. The open and closed sessions focused on enemy threats and U.S. capabilities. In response to reports that Sen. George Allen (R-VA) supports the nomination of LTG Boykin as USSOCOM commander, Sen. Warner urged that General Brown remain in this post. Senator Reed requested a copy of the Downing Report and warned that efforts to dissolve SOLIC would face opposition.
- **Acquisition Reform Hearing:** On April 5, USD (AT&L) Krieg, VCJCS Giambastiani, PDUSD(C) Dave Patterson, and David Walker (Comptroller General), testified before the HASC on acquisition reform. Members expressed concern with the rising costs of major weapons systems, budget instability, increasing requirements, immature technologies, and schedule delays. Mr. Krieg and VCJCS described DoD's current efforts to synchronize better the elements of cost, requirements and schedule. They promised to continue working with Congress to improve discipline and transparency in major weapons acquisition programs.
- **ISR Hearing:** On April 6, DUSD(I) Letitia Long testified with witnesses from each Services at the HASC Tactical Air and Land Forces Subcommittee hearing on ISR. Chairman Curt Weldon (R-PA) criticized DoD for lacking a comprehensive strategic plan for ISR investment with respect to unmanned aerial systems. However, he acknowledged that modest progress is being made. DUSD Long emphasized that effective ISR investment is a priority based on vetted requirement.

- **Military Personnel Policy:** On April 6, USD(P&R) Chu and the Service Personnel Chiefs testified about military personnel policy, benefits, and compensation at a poorly attended hearing of the HASC Military Personnel Subcommittee. The questions gave ample opportunity for the witnesses to explain DoD's position on recruiting and retention, compensation, and benefits, as well as other issues such as resumption of the draft, the costs of "Don't Ask, Don't Tell" on recruiting and retention, and Air Force policy on tattoos.
- **HASC TRICARE Breakfast Discussion:** On April 6, ASD(HA) Linkenwerder, discussed DoD's proposal to increase TRICARE fees at a three-hour breakfast hosted by Chairman Duncan Hunter (R-CA). Reps. Vic Snyder (D-AR), Phil Gingrey (R-GA), Joe Schwarz (R-MI), Susan Davis (D-CA), and Del. Madeline Bordello (D-GU) also attended. Chairman Hunter indicated his support for legislation to help the Department, including a possible law to prevent private employers offering financial inducements to get military retirees to shift their coverage to TRICARE.
- **Chaplains and Prayer:** On April 6, USD (P&R) Chu and Service Chiefs/Deputy Chiefs of Chaplains discussed OSD and Service policies relating to chaplains and prayer with Sen. Lindsey Graham (R-SC) and SASC staff. Sen. Graham had been told by Evangelical Christian groups that DoD and the Services were restricting the freedom of chaplains to pray in accordance with their faith. Sen. Graham fears that the controversy over chaplains and prayer "in Jesus' name" will continue to grow. He asked Dr. Chu and the Chiefs/Deputy Chiefs of Chaplains to join him in a future meeting with a group of Evangelicals who are the most concerned about the issue.

Future:

- **Minority Leader Nancy Pelosi Visit to Oatar:** While visiting Qatar to attend a Georgetown University School of Foreign Service Campus Inauguration on April 13, Rep. Nancy Pelosi (D-CA), House Minority Leader, will visit CENTCOM Forward Headquarters and has requested an "Iraq Update" briefing. General Abizaid has agreed to brief her. Rep. Sue Kelly (R-NY) will likely attend also. They will visit troops at the CENTCOM Headquarters only and will not continue to other military sites in the region.
- **CODEL/GOVDELS:** DoD is supporting 28 Congressional or Governor's Delegations during the April Easter Congressional Recess period. Seven of these trips will travel to Iraq; five will travel to Afghanistan. Senator Ted Kennedy (D-MA), made a late request to travel to Iraq during Easter recess, piggy-backing on a previously planned CODEL to India led by Senator Mike Enzi (R-WY). My staff has made every effort to accommodate the Senator, consistent with CENTCOM guidelines for the AOR. We continue to negotiate with his staff to offer Senator Kennedy an opportunity to visit Iraq.
- **CODEL McCaul:** At your invitation, Reps. Michael McCaul (R-TX), Cathy McMorris (R-WA), and Jim Marshall (D-GA) will travel to Iraq on April 7-10. During your March 30th meeting with Rep. Roy Blunt (R-MO) and other House Members, you extended the invite to Members who have not had the opportunity.

Hearing/CODEL Calendar April 2006

Monday	Tuesday	Wednesday	Thursday	Friday
3	4	5	6 CODEL Shuster 6-15 Apr) JK, Italy, Netherlands	7 <u>HASC</u> 1000 2118 Rayburn Section 1206 Witnesses: USD(P), EUCOM CC, DoS CODEL McCaul (M) 17-10 Apr) Kuwait, Iraq CODEL Frist (M) 17-13 Apr) Georgia, Ukraine, Rus. CODEL Kolbe (C) 17-15 Apr) Georgia, Armenia, Azer CODEL Turner (C) 17-16 Apr) Kenya CODEL Specter (M) 17-17 Apr) Dom. Rep, Columbia, Chile, Brazil, Peru CODEL Hastert (M) 17-18 Apr) Crete, India Nepal, Vietnam, Guam, Hawaii
10 Recess CODEL Sanchez (C) 8-16 Apr) Taiwan, Vietnam CODEL Enzi (M) 9-17 Apr) Italy, India, Sri Lanka, Thailand CODEL Hagel (C) 8-15 Apr) India, Pakistan, Afgh CODEL Tiahrt (C) 7-14 Apr) Jordan, Iraq, Pakistan, Afghanistan, Bahrain CODEL McHugh (C) 10-14 Apr) Jordan, Iraq CODEL Lieberman (C) 10-21 Apr) Israel	11 Recess	12 Recess <u>Senate Homeland Security & Gov't Affairs Comm.</u> 330, Honolulu, HI USPS Training Director, Human Resources Service Center Pacific; DCS Fleet Force Personnel; Commander, US Pac Fleet; Director, Civilian Human Resources Agency	13 Recess CODEL Shelby (M) 13-24 Apr) Egypt, Ethiopia, Libya, 3 Africa, Argentina CODEL (M) 13-19 Apr) Kuwait, Iraq, Afghanistan, Belgium	14 Recess

17 Recess	18 Recess	19 Recess	20 Recess	21 Recess
CODEL Shays (C) (16-20 Apr) Jordan, Iraq, UAE	CODEL Moran (C) (18-21 Apr) Switzerland	CODEL Dodd (C) (19-22 Apr) Egypt, Syria, Lebanon, Israel	CODEL Skelton (M) (20-21 Apr) Missouri, Mississippi	CODEL Collins (M) (21 Apr) Arkansas
CODEL Cochran (M) (17-24 Apr) Israel, Jordan, Iraq	CODEL J. Reed (C) (18-21 Apr) Colombia			GOVDEL (M) (21 Apr) GTMO
CODEL Saxton (M) (17-24 Apr) Kuwait, Dubai, UAE, Iraq	CODEL Hyde (M) (18-24 Apr) Germany, Italy			
CODEL B. Young (M) (17-23 Apr) Malta, Greece, Kosovo, Morocco				
CODEL J. Davis (M) (17-22 Apr) Czech Republic, Austria				

*(C) Commercial Air (M) MILAIR



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

April 7, 2006, 1:00 P.M.: 51

INFO MEMO

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Robert L. Wilkie, Acting Assistant Secretary of Defense
for Legislative Affairs (b)(6)

SUBJECT: Legislative Affairs Status Report

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- Prohibiting Demonstrations at Military Funerals:
 - o Rep. Mike Rogers's (R-MI) *Respect for America's Fallen Heroes Act* is attracting interests from House Members. The bill would outlaw demonstrations within 500' of a funeral for a member of the Armed Forces held at cemeteries controlled by the National Cemetery Administration and at Arlington National Cemetery, starting an hour before and ending an hour after the funeral. There are 70 cosponsors.
 - o The superintendent of Arlington supports the bill because it would prevent disruptive demonstrations held near Arlington Cemetery. However, Veteran's Administration and Arlington National Cemetery leaders are concerned this bill may supersede more restrictive regulations currently in place.
 - o A similar Senate bill, introduced by Sen. Evan Bayh (D-IN), would outlaw demonstrations within 300' of a cemetery, mortuary, or church during the funeral of a service member, starting an hour before and ending an hour after the funeral. So far, Sen. Saxby Chambliss (R-GA) is the only cosponsor.
- CFIUS Review of Doncaster Sale: Dubai International Capital is pursuing acquisition of Doncasters Group Ltd, sole source supplier of a part used in the M1Abrams tank. The 45-day review is nearing completion. The inter-agency has decided on a preemptive information campaign to inform Congress and the public of this deal. During a White House conference call on April 7, it was decided that the Army would brief the HASC staff (who requested a briefing) and interested Members on what Doncaster makes, where, the value of its contract with DoD, and the impact if the contract was cancelled. The briefing team will not discuss the CFIUS process or recommendations to the President. My office will coordinate briefings to key Congressional leadership, including Senators Warner, Shelby, Lieberman, Collins and Congressman Oxley, among others.
- Hill Concerns/Controversies:
 - o Downing Report on Special Operations: Sen. John Warner (R-VA) and Sen. Carl Levin (D-MI) wrote you on March 30 requesting a copy of the report by April 14. They also indicated the Committee may request a follow-on briefing.
 - o Information Operations: The Senate Select Committee on Intelligence remains concerned with a perceived lack of leadership over DoD Information Operations. Chairman Pat Roberts (R-KS) sent you a letter on March 29 requesting a briefing from officials of the Office of General Counsel, the Office of the Undersecretary of Defense (Policy), and the Joint Staff on the legality and implications of DoD efforts to place pro-American messages in foreign media. Efforts are underway to address Info Operations policy internal to the Department and to respond to the Senator's concerns.

- **Hearings/Briefings/Meetings:**

Past:

- ODR and WMD: On April 4, ASD(ISP) Flory and James Tegnolia (Defense Threat Reduction Agency Director) testified before the HASC Terrorism, Unconventional Threats and Capabilities Subcommittee hearing on implementing the QDR recommendations for combating WMD. In general, Members expressed support for DoD's WMD strategy and for providing additional resources to implement the strategy.
- Interagency Coordination for the Global War on Terror: On April 4, ASD (SOLIC) O'Connell, VCJS Giambastiani, VADM (Ret) Redd (Director, NCTC), and Henry Crumpton (Coordinator for Counterterrorism, State Dept.) testified at a HASC hearing on improving interagency coordination for the GWOT. The witnesses noted that significant progress has been made addressing the problems of interagency coordination. They also acknowledged that more improvement is needed.
- Cost Controls for Defense Health Program: Sen. Ben Nelson (D-NE) and Lindsey Graham (R-SC) were the only Members to attend the April 4 SASC Personnel Subcommittee hearing on military health care. Questions focused on the proposed increase in TRICARE premiums and ways to contain costs without increasing premiums. After the hearing, Sen. Graham asked GAO to undertake a study to confirm DoD's cost-saving assumptions.
- Special Operations Forces Hearing: On April 5, ASD(SOLIC) O'Connell, VADM Olson (SOCOM Deputy Commander) ,NCTC Director Redd, and Jeffrey Rapp (Director, Joint Intelligence Task Force – Combating Terrorism) testified at the SASC Emerging-Threats Subcommittee hearing on the FY07 request and DoD's role in combating terrorism. The open and closed sessions focused on enemy threats and U.S. capabilities. In response to reports that Sen. George Allen (R-VA) supports the nomination of LTC Boykin as USSOCOM commander, Sen. Warner urged that General Brown remain in this post. Senator Reed requested a copy of the Downing Report and warned that efforts to dissolve SOLIC would face opposition.
- Acquisition Reform Hearing: On April 5, USD (AT&L) Krieg, VCJCS Giambastiani, PDUSD(C) Dave Patterson, and David Walker (Comptroller General), testified before the HASC on acquisition reform. Members expressed concern with the rising costs of major weapons systems, budget instability, increasing requirements, immature technologies, and schedule delays. Mr. Krieg and VCJCS described DoD's current efforts to synchronize better the elements of cost, requirements and schedule. They promised to continue working with Congress to improve discipline and transparency in major weapons acquisition programs.
- ISR Hearing: On April 6, DUSD(I) Letitia Long testified with witnesses from each Services at the HASC Tactical Air and Land Forces Subcommittee hearing on ISR. Chairman Curt Weldon (R-PA) criticized DoD for lacking a comprehensive strategic plan for ISR investment with respect to unmanned aerial systems. However, he acknowledged that modest progress is being made. DUSD Long emphasized that effective ISR investment is a priority based on vetted requirements.

- **Military Personnel Policy:** On April 6, USD(P&R) Chu and the Service Personnel Chiefs testified about military personnel policy, benefits, and compensation at a poorly attended hearing of the HASC Military Personnel Subcommittee. The questions gave ample opportunity for the witnesses to explain DoD's position on recruiting and retention, compensation, and benefits, as well as other issues such as resumption of the draft, the costs of "Don't Ask, Don't Tell" on recruiting and retention, and Air Force policy on tattoos.
- **HASC TRICARE Breakfast Discussion:** On April 6, ASD(HA) Winkenwerder, discussed DoD's proposal to increase TRICARE fees at a three-hour breakfast hosted by Chairman Duncan Hunter (R-CA). Reps. Vic Snyder (D-AR), Phil Gingrey (R-GA), Joe Schwarz (R-MI), Susan Davis (D-CA), and Del. Madeline Bordello (D-GU) also attended. Chairman Hunter indicated his support for legislation to help the Department, including a possible law to prevent private employers offering financial inducements to get military retirees to shift their coverage to TRICARE.
- **Chaplains and Prayer:** On April 6, USD (P&R) Chu and Service Chiefs/Deputy Chiefs of Chaplains discussed OSD and Service policies relating to chaplains and prayer with Sen. Lindsey Graham (R-SC) and SASC staff. Sen. Graham had been told by Evangelical Christian groups that DoD and the Services were restricting the freedom of chaplains to pray in accordance with their faith. Sen. Graham fears that the controversy over chaplains and prayer "in Jesus' name" will continue to grow. He asked Dr. Chu and the Chiefs/Deputy Chiefs of Chaplains to join him in a future meeting with a group of Evangelicals who are the most concerned about the issue.

Future:

- **Minority Leader Nancy Pelosi Visit to Qatar:** While visiting Qatar to attend a Georgetown University School of Foreign Service Campus Inauguration on April 13, Rep. Nancy Pelosi (D-CA), House Minority Leader, will visit CENTCOM Forward Headquarters and has requested an "Iraq Update" briefing. General Abizaid has agreed to brief her. Rep. Sue Kelly (R-NY) will likely attend also. They will visit troops at the CENTCOM Headquarters only and will not continue to other military sites in the region.
- **CODEL/GOVDELS:** DoD is supporting 28 Congressional or Governor's Delegations during the April Easter Congressional Recess period. Seven of these trips will travel to Iraq; five will travel to Afghanistan. Senator Ted Kennedy (D-MA), made a late request to travel to Iraq during Easter recess, piggy-backing on a previously planned CODEL to India led by Senator Mike Enzi (R-WY). My staff has made every effort to accommodate the Senator, consistent with CENTCOM guidelines for the AOR. We continue to negotiate with his staff to offer Senator Kennedy an opportunity to visit Iraq.
- **CODEL McCaul:** At your invitation, Reps. Michael McCaul (R-TX), Cathy McMorris (R-WA), and Jim Marshall (D-GA) will travel to Iraq on April 7-10. During your March 30th meeting with Rep. Roy Blunt (R-MO) and other House Members, you extended the invite to Members who have not had the opportunity.

**Hearing/CODEL Calendar
April 2006**

Monday	Tuesday	Wednesday	Thursday	Friday
3	4	5	CODEL Shuster (6-15 Apr) JK. Italy, Netherlands	7 HASC 1000 1118 Rayburn Section 1206 Witnesses: USD(P), EUCOM CC, DoS CODEL McCaul (M) (7-10 Apr) Kuwait, Iraq CODEL Frist (M) (7-13 Apr) Georgia, Ukraine, Rus. CODEL Kolbe (C) (7-15 Apr) Georgia, Armenia, Azer CODEL Turner (C) (7-16 Apr) Kenya CODEL Specter (M) (7-17 Apr) Dom Rep. , Columbia, Chile, Brazil, Peru CODEL Hastert (M) (7-18 Apr) Crete, India, Nepal, Vietnam, Guam, Hawaii
10 Recess CODEL Sanchez (C) (8-16 Apr) Taiwan, Vietnam CODEL Enzi (M) (9-17 Apr) Italy, India Sri Lanka, Thailand CODEL Hagel (C) (8-15 Apr) India, Pakistan, Afgh CODEL Tiahrt (C) (7-14 Apr) Jordan, Iraq, Pakistan, Afghanistan, Bahrain CODEL McHugh (C) (10-14 Apr) Jordan, Iraq CODEL Lieberman (C) (10-21 Apr) Israel	11 Recess	12 Recess <u>Senate Homeland Security & Gov't Affairs Comm.</u> 1330, Honolulu, HI NSPS Training Director, Human Resources Service Center Pacific; DCS Fleet Force Personnel; Commander, US Pac Fleet; Director, Civilian Human Resources Agency	13 Recess CODEL Shelby (M) (13-24 Apr) Egypt, Ethiopia, Libya, S. Africa, Argentina GOVDEL (M) (13-19 Apr) Kuwait, Iraq, Afghanistan, Belgium	14 Recess

17 Recess	18 Recess	19 Recess	20 Recess	21 Recess
CODEL Shays (C) (16-20 Apr) Jordan, Iraq, UAE	CODEL Moran (C) (18-21 Apr) Switzerland	CODEL Dodd (C) (19-22 Apr) Egypt, Syria, Lebanon, Israel	CODEL Skelton (M) (20-21 Apr) Missouri, Mississippi	CODEL Collins (M) (21 Apr) Arkansas
CODEL Cochran (M) (17-24 Apr) Israel, Jordan, Iraq	CODEL J. Reed (C) (18-21 Apr) Colombia			GOVDEL (M) (21 Apr) GTMO
CODEL Saxton (M) (17-24 Apr) Kuwait, Dubai, UAE, Iraq	CODEL Hyde (M) (18-24 Apr) Germany, Italy			
CODEL B. Young (M) (17-23 Apr) Malta, Greece, Kosovo, Morocco				
CODEL J. Davis (M) (17-22 Apr) Czech Republic, Austria				

*(C) Commercial Air (M) MILAIR

~~FOUO~~

February 6, 2006

9:05

TO: Ken Krieg
C C Gordon England
FROM: Donald Rumsfeld *DR*
SUBJECT: Capability Portfolios

Do we need a small cell with ~~AT&L~~^W responsible for the development of "capability portfolios," to include:

- rationalization of investment among and within portfolios
- acquisition oversight
- program evaluations

These could perhaps be a DUSD within AT&L.

Please let me know what you think within the next two weeks.

Thanks.

DPW:cdh
020406-60 (TS). Doc


.....
Please respond by February 23, 2006

~~FOUO~~

OSD 05652-06

FOUO

MAR 10 2006

TO: Ken Krieg
FROM: Donald Rumsfeld 
SUBJECT: Follow-up on Capability Portfolios

Ken, what progress have you made on the attached memo I sent you about a month ago?

I would like to get moving on whatever we are going to do.

Thanks.


Attach. SF#020406-60

DHR:dh
030806-32

.....
Please Respond By March 16, 2006

JANE,
COULD YOU PLEASE DRAFT
A SHORT (ONE PAGE) PROFILE
ON EXPERIMENTS WE HAVE LINED
UP. I WILL ADD THE PART
ON ATIL.

FOUO


OSD 05653-06

11 L 0550/OSD/56001



ACQUISITION,
TECHNOLOGY
AND LOGISTICS


THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

0.0.0

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM Ken K.  USD (AT&L) **APR 06 2006**

SUBJECT Capabilities Portfolios (SF 020406-60)

- You asked for an update on the progress we are making with Capability Portfolios (TAB A). Capability portfolio management will require a Department wide effort. Skip Sharp and I chair the Institutional Reform and Governance Roadmap (IR&G) as part of QDR implementation. This is our most important project and we will take the lead on enterprise-wide experimental effort to test capability portfolio management.
- On March 23rd, Skip and I briefed the Deputy, the Vice Chairman and the DAWG on capability portfolio concepts, focusing on capability management at the enterprise level. The DAWG approved both the management concept and capability portfolio experimentation in the following areas:
 - o Joint Command and Control (JC2)
 - o Net Centric Operating Environment (NCOE)
 - o Battlespace Awareness (BA)
 - o Joint Logistics
- DAWG advocates and organizational leads for these efforts are outlined in the Table (TAB B).
- These experiments are designed to look at areas where joint capability needs may not be being met by the sum of service and agency programs.
- Each test case will return to the DAWG by mid-June to gain approval on the portfolio scope and begin to experiment with implementation. This stage will include establishing the management function and beginning operations.

11-L-0559  OSD/56992

OSD 05653-06

~~FOUO~~

February 6, 2006

11:13:05

TO: Ken Krieg
CC: Gordon England
FROM: Donald Rumsfeld *DR*
SUBJECT: Capability Portfolios

Do we need a *small* cell with ~~AT&L~~ responsible for the development of "capability portfolios," to include:

- rationalization of investment among and within portfolios
- acquisition oversight
- program evaluations

These could perhaps be a DUSD within AT&L.

Please let me know what you think within the next two weeks.

Thanks.

DHUC:an
020406-40 (TS) Doc

.....
Please respond by February 23, 2006

~~FOUO~~

OSD 05652-06

How to make Capability Portfolios Happen

To successfully develop and implement capability portfolio management within the Department will require a larger effort than AT&L alone. As such, an enterprise-wide experimental effort has been initiated to test capability portfolio management.

- ❑ Concept Development: The Institutional Reform and Governance Roadmap (IR&G) has taken the lead on capability portfolio concept development to include:
 - Identifying portfolio governance and management alternatives
 - Developing candidates for portfolio management –what are the portfolios and what is in them?
 - Proposing changes to requirements, acquisition and programming processes
- ❑ Status to Date: On March 23rd, the IR&G roadmap briefed the DAWG on capability portfolio concepts, focusing on capability management at the enterprise level. Four areas of capability portfolio management experimentation were proposed:
 - Joint Command and Control (JC2),
 - Net Centric Operating Environment (NCOE),
 - Battlespace Awareness (BA),
 - Joint Logistics.

The DAWG approved both the management concept and the experimentation.

- ❑ Experimentation of Management Concepts: The four capability areas were chosen for experimentation because they are critical enabling capabilities with high importance to the joint warfighter. They do not, however, produce the level of desired jointness under current governance and management arrangements.

The results of our experimentation phase will inform next steps in terms of if/when to expand the capability portfolio concept to all capability areas and how best to govern and manage force development through capability portfolios.

- DAWG advocates and action leads have been established (see table below). They will initiate portfolio management experimentation by defining the substance of each of the four capability areas to include developing the portfolios' joint operating concepts and capability roadmaps; defining the portfolio scope; establishing a resource baseline; and identifying and adjudicating areas of overlap and integration points across portfolios.
- Each test case will return to the DAWG by mid-June to gain approval on the portfolio scope and begin to experiment with implementation. This stage will include establishing the management function and beginning operations.

- Development of Capability Portfolio Governance Alternatives: As the first step of portfolio experimentation gets underway, the IR&G roadmap will simultaneously develop alternative governance models to serve as an overarching construct for governing capability portfolios.

Organizations Assigned to Carry our Experimentation

Capability	BA	JC2	NCOE	Joint Logistics
Proposed DAWG Advocate	USD Intelligence	Commander JFCOM	ASD NII & Commander STRATCOM	USDAT&L Commander TRANSCOM
Action Leads	J-2, USD(I) Staff	JFCOM, NII, J-6, J-3, STRATCOM	JFCOM, NII, J-6, J-3, STRATCOM	J-4, AT&L Staff, TRANSCOM

~~FOUO~~

March 02,2006

TO: Steve Cambone
Robert Wilkie

FROM: Donald Rumsfeld *DR*

SUBJECT: NGA and the New School

I would like to see what the National Governors' Association is doing with the New School in New York. Please arrange it.

Thanks.

DHR:dh
030206-01

*****+*****

Please Respond By 04/06/06

~~FOUO~~

11-L-0559/OSD/56996

OSD 05654-06

1110
236



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

100

ACTION MEMO **CH-0247-0818** 7 April 2006 15:40

000192

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: General Peter Pace, CJCS *rk/P 9 Apr 06*

SUBJECT: Memorandum From CDRUSNORTHCOM to the President

In response to your office's request, I have reviewed the subject memorandum (TAB A) assessing the results of the 2006 Hurricane Preparedness Conference **with the state** Adjutants General (TAGs).

- The TAGs and USNORTHCOM recognized the important, complimentary roles each play in disaster response. The recurring conference will help integrate US planning efforts.

RECOMMENDATION Use memorandum at TAB B to brief the President at a weekly one-on-one in Oval Office.

Approve _____ Disapprove _____ Other _____

COORDINATION: TAB C

Attachments:
As stated

Reference:
1 OSD 04184-06

Prepared **By:** Lieutenant General James T. Conway, USMC; Director, J-3; (b)(6)

7 Apr 06

MA SD		SMA DSD	
<u>TSA SD</u>		SA DSD	
EXEC SEC	<i>114/0</i>	<i>1215</i>	
ESR MA	<i>161/100</i>	STF DIR	

11-L-0559/OSD/56997

OSD 05656-06

~~FOUO~~

April 10, 2006

TO: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: ADM Keating's Memo to POTUS

I have read your memo regarding Tim Keating's memo. I do not think Keating's memo should go directly to the President for a couple reasons.

1. It is not written in a format that I think is appropriate for the President.
2. It probably should have been sent to the President *through* you and me.

That being the case, I agree with you that you ought to brief it the next time you meet with the President, and do it that way.

In the future, you also might want to let folks know they should send a memo to the President, through you and me.

Thanks.

Attach: 4/7/06 CJCS Memo to SecDef re: POTUS memo

DHR:m
041006-01

.....

~~FOUO~~

11-L-0559/OSD/56998

TAB A



UNITED STATES NORTHERN COMMAND

MEMORANDUM FOR THE PRESIDENT OF THE UNITED STATES

FROM: Commander, United States Northern Command
250 Vandenberg St., Ste B016
Peterson AFB CO 80914-3801

SUBJECT: USNORTHCOM 2006 Hurricane Preparedness Conference

1. Mr. President, during last month's meeting in your cabinet room, you directed me to report the results of my meeting with State Adjutants General (TAGs) via the SECDEF. This memo provides a summary of the event and our evaluation.

2. In preparation for the upcoming hurricane season, we hosted ten TAGs, predominantly from the southeast coastal states, and representatives from the National Guard Bureau to clarify responsibilities and expectations and strengthen working relationships. All participants agreed the personal interaction and chance to address concerns in a candid forum were of great value. The experience illustrated the benefits of establishing collaborative partnerships prior to responding to crises; we intend to make the conference an annual event.

3. In our discussions, significant issues included further defining USNORTHCOM's role in disaster response, the importance of improved communication and coordination, command and control challenges, the need for a shared approach to public affairs, and the requirement for political sensitivity in conducting operations in the homeland. The TAGs emphasized that providing complementary and transparent DoD support quickly to disaster areas is key to easing state and local apprehension about DoD disrupting a delicate political balance during crises. More frequent senior-level interaction, integrated planning efforts, focused training exercises involving all players, improved resource visibility, and enhanced shared situational awareness will maximize the efficacy of disaster response. We will continue to inform state and Guard leaders about the capabilities and resources DoD and USNORTHCOM can bring to bear in a crisis.

4. We were encouraged by the frank and open dialogue at the conference. In an effort to maintain momentum, I also spoke at the Adjutants General Association of the United States on 28 February 2006 and had another useful exchange of ideas with the TAGs.

A handwritten signature in black ink, reading "Tim Keating".

TIMOTHY J. KEATING
Admiral, USN

cc:
SECDEF
CJCS

Tab A



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR THE PRESIDENT

SUBJECT: USNORTHCOM 2006 Hurricane Preparedness Conference

You verbally directed CDRUSNORTHCOM to report, through me, the results of the subject conference.

The State Adjutants General and USNORTHCOM recognized the important, complimentary roles each play in disaster response (*TAB*). The recurring conference will help integrate U.S. planning efforts.

Attachment:
As stated



11-L-0559/OSD/57000



TAB

UNITED STATES NORTHERN COMMAND

MEMORANDUM FOR THE PRESIDENT OF THE UNITED STATES

FROM: Commander, United States Northern Command
250 Vandenberg St., Ste BO16
Peterson AFB CO 80914-3801

SUBJECT: USNORTHCOM 2006 Hurricane Preparedness Conference

1. Mr. President, during last month's meeting in your cabinet room, you directed me to report the results of our meeting with State Adjutants General (TAGs) via the SECDEF. This memo provides a summary of the event and our evaluation.

2. In preparation for the upcoming hurricane season, we hosted ten TAGs, predominantly from the southeast coastal states, and representatives from the National Guard Bureau to clarify responsibilities and expectations and strengthen working relationships. All participants agreed the personal interaction and chance to address concerns in a candid forum were of great value. The experience illustrated the benefits of establishing collaborative partnerships prior to responding to crises; we intend to make the conference an annual event.

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TIMOTHY J. KEATING
Admiral, USN

CC:
SECDEF
CJCS

Tab

11-L-0559/OSD/57001

TAB C

COORDINATION

USD(P)

Col Richard Chavez, USAF

17 March 2006

Tab C

11-L-0559/OSD/57002

~~FOUO~~

April 10, 2006

TO: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: ADM Keating's Memo to POTUS

I have read your memo regarding Tim Keating's memo. I do not think Keating's memo should go directly to the President for a couple reasons.

1. It is not written in a format that I think is appropriate for the President.
2. It probably should have been sent to the President through you and me.

That being the case, I agree with you that you ought to brief it the next time you meet with the President, and do it that way.

In the future, you also might want to let folks know they should send a memo to the President, through you and me.

Thanks.

Attach 4/7/06 CJCS Memo to SecDef re: POTUS memo

DHR:ss
041006 01

.....

~~FOUO~~

11-L-0559/OSD/57003

OSD 05656-06



8/8/2006 1:25:04 PM

*000.92**10 Apr 06**7 Apr 06**26/5*

FOUO

April 10, 2006

TO: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: ADM Keating's Memo to POTUS

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probably have been
- & It should ~~if it is~~ sent to the President through you and me.
- & It is not written in a format that I think is appropriate for the President.

That being the case, I agree with you that you ought to brief it the next time you meet with the President, and do it that way.

In the future, you also might want to let folks know ~~how~~ they should send a memo to the President ~~if they think they should~~ *through you & me.*

Thanks.

Attach 4/7/06CJCS Memo to SecDef re: POTUS memo

DHR:ss
041006-01

.....

.....

FOUO

11-L-0559/OSD/57004



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, DC 20318-9999

ACTION MEMO **CM-0247-06**
7 April 2006

FOR SECRETARY OF DEFENSE

DepSec A on _____

FROM: General Peter Pace, CJCS *vr/P 9 Apr 06*

SUBJECT: Memorandum From CDRUSNORTHCOM to the President

In response to your office's request, I have reviewed the subject memorandum (TAB A) assessing the results of the **2006** Hurricane Preparedness Conference with the State Adjutants General (TAGs).

- The TAGs and USNORTHCOM recognized the important, complementary roles each play in disaster response. The recurring conference will help integrate US planning efforts.

RECOMMENDATION: Use memorandum at TAB B to brief the President at a weekly one-on-one in Oval Office.

Approve _____ Disapprove _____ Other _____

COORDINATION TAB C

Attachments:
As stated

Reference:
1 OSD 04184-06

Prepared By: Lieutenant General James T. Conway, USMC; Director, J-3 (b)(6)

11-L-0559/OSD/57005



TAB A



UNITED STATES NORTHERN COMMAND

MEMORANDUM FOR THE PRESIDENT OF THE UNITED STATES

FROM: Commander, United States Northern Command
250 Vandenberg St., Ste B016
Peterson AFB CO 80914-3801

SUBJECT: USNORTHCOM2006 Hurricane Preparedness Conference

1. Mr. President, during last month's meeting in your cabinet room, you directed me to report the results of our meeting with State Adjutants General (TAGs) via the SECDEF. This memo provides a summary of the event and our evaluation.
2. In preparation for the upcoming hurricane season, we hosted ten TAGs, predominantly from the southeast coastal states, and representatives from the National Guard Bureau to clarify responsibilities and expectations and strengthen working relationships. All participants agreed the personal interaction and chance to address concerns in a candid forum were of great value. The experience illustrated the benefits of establishing collaborative partnerships prior to responding to crises: we intend to make the conference an annual event.
3. In our discussions, significant issues included further defining USNORTHCOM's role in disaster response, the importance of improved communication and coordination, command and control challenges, the need for a shared approach to public affairs, and the requirement for political sensitivity in conducting operations in the homeland. The TAGs emphasized that providing complementary and transparent DoD support quickly to disaster areas is key to easing state and local apprehension about DoD disrupting a delicate political balance during crises. More frequent senior-level interaction, integrated planning efforts, focused training exercises involving all players, improved resource visibility, and enhanced shared situational awareness will maximize the efficacy of disaster response. We will continue to inform state and Guard leaders about the capabilities and resources DoD and USNORTHCOM can bring to bear in a crisis.
4. We were encouraged by the frank and open dialogue at the conference. In an effort to maintain momentum, I also spoke at the Adjutants General Association of the United States on 28 February 2006 and had another useful exchange of ideas with the TAGs.

A handwritten signature in black ink, appearing to read "Tim Keating", is positioned above the typed name.

TIMOTHY J. KEATING
Admiral, USN

cc:
SECDEF
CJCS

Tab A

11-L-0559/OSD/57006



TAB

UNITED STATES NORTHERN COMMAND

MEMORANDUM FOR THE PRESIDENT OF THE UNITED STATES

FROM: Commander, United States Northern Command
250 Vandenberg St., Ste B016
Peterson AFB CO 80914-3801

SUBJECT: USNORTHCOM 2006 Hurricane Preparedness Conference

1. Mr. President, during last month's meeting in your cabinet room, you directed me to report the results of our meeting with State Adjutants General (TAGs) via the SECDEF. This memo provides a summary of the event and our evaluation.

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TIMOTHY J. KEATING
Admiral, USN

CC:
SECDEF
CJCS

Tab



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR THE PRESIDENT

SUBJECT: USNORTHCOM 2006 Hurricane Preparedness Conferer

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The State Adjutants General and USNORTHCOM recognized the important, complimentary roles each play in disaster response (TAB). The recurring conference will help integrate U.S. planning efforts.

Attachment:
As stated



11-L-0559/OSD/57008

TAB C

COORDINATION

USD(P)

Col Richard Chavez, USAF

1 March 2006

Tab C

11-L-0559/OSD/57009

~~FOUO~~

041006-25

22 APR 2006

APR 1 2006

TO Eric Edelman

CC: *Jim O'Beirne*

FROM Donald Rumsfeld *DR*

SUBJECT: Letter from Mel Martinez re: Jose Cardenas

Attached is a letter I received from Mel Martinez and my response to him.

Attach: 4/7/06 Senator Martinez letter to SecDef and SecDef response

DHR:m
041006-25

OSD 05659-06

.....
Please Respond By May 02, 2006

12:02

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OSD 05659-06

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APR 11 2006

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Mr. Secretary,

I will talk with Jim O'Brien
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FOUO

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Eric Edelman



THE SECRETARY OF DEFENSE
WASHINGTON

APR 11 2006

OSD US?

Senator Mel Martinez
United States Senate
Washington, D.C. 20510

Dear Mel,

Thanks for your note about Jose Cardenas. The DoD Policy shop has not come to me yet, but I will let them know about your letter and certainly give Mr. Cardenas careful consideration.

I hope things are going well for you.

Warm regards,

11 Apr 06

7 Apr 06

OSD 05659-06

11-L-0559/OSD/57014

~~FOUO~~

APR 10 2006

020SD

TO: The Honorable Josh Bolten

FROM: Donald Rumsfeld 

SUBJECT: Rumsfelds Rules and Brilliant Pebbles

Attached is the latest version of Rumsfeld's Rules and Brilliant Pebbles for your possible amusement.


Regards,

Attach Rumsfelds Rules; Brilliant Pebbles I & II

DHR:ss
040706-09

OSD 05721-06

10 APR 06

~~FOUO~~

11-L-0559/OSD/57015

RUMSFELD'S RULES

First Edition— 12/1/74
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Revised —4/3/06

11-L-0559/OSD/57016

RUMSFELD'S RULES

Many of these rules, reflections and quotations came from my role as Chairman of the "transition team" for President Gerald R. Ford and my service as White House Chief of Staff. Others came from experiences as a U.S. Naval Aviator, a Member of the U.S. Congress, U.S. Ambassador to the North Atlantic Treaty Organization (NATO), U.S. Secretary of Defense, Presidential Middle East Envoy, business executive, Chairman of the U.S. Ballistic Missile Threat Commission, and other life experiences.

These reflections and quotations have been discoursed, developed and gathered over the past 40 years. Credit is given where it is known. As the quotation has it, "If it's not true, it's still well founded." (Unknown)

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Donald Rumsfeld - 1974

SERVING IN THE WHITE HOUSE

(for the White House Chiefs of Staff and senior staff)

- Don't accept the post or stay unless you have an understanding with the President that you're free to tell him what you think "with the bark off" and you have the courage to do it.
- Visit with your predecessors from previous Administrations. They know the ropes and can help you see around some of the blind corners. Try to make original mistakes, rather than needlessly repeating theirs.
- Don't begin to think you're the President. You're not. The Constitution provides for only one.
- In the execution of Presidential decisions work to be true to his views, in fact and tone.
- Know that the immediate White House staff and others in the Administration may assume that your manner, tone and tempo reflect the President's.
- Learn to say "I don't know." If used when appropriate, it will be often.
- If you foul up, tell the President and correct it fast. Delay only compounds mistakes. **Bad** news does not get better with time.
- Walk around. If you are invisible, the mystique of the President's office may perpetuate inaccurate impressions about you or the President, to his detriment. After all, you may not be as bad as some **are** saying.
- In our system leadership is by consent, not command. To lead a President **must** persuade. Personal contacts and experiences **help** shape his thinking. They can be critical to his persuasiveness and thus to his leadership.
- Be precise. A lack of precision is dangerous when the margin of error is small.
- Preserve the President's options. He may need them.
- Never hire someone you can't fire
- It is easier to get into something **than** to get out of it.
- "Trust leaves on horseback and comes in on foot." (Unknown)
- Don't divide the world into "**them**" and "us." Avoid infatuation with or resentment of the press, the Congress, rivals, or opponents. Accept them as facts. They have their jobs and you have yours.

- Amidst all the clutter, beyond all the obstacles, aside from all the static, **are** the goals set. Put your head down, do the best job possible, let the flak pass, and work towards those goals.
- Never say "the White House wants." Buildings can't want.
- Leave the President's family business to him. You will have plenty to do without trying to micromanage the First Family. They are likely **to** do fine without your help.
- Make decisions about the President's personal security. He can overrule you, but don't **ask him** to be the one to counsel caution.
- Being Vice President is difficult. Don't make it tougher.
- Don't automatically **obey** the President's requests if you disagree or if you suspect he hasn't considered key aspects of the issue.
- The price of being close to the President is delivering bad news. You fail him if you don't tell **him** the truth. Others will be reluctant to do so.
- You and the White House staff must be and be seen to be above suspicion. **Set** the right example.
- The role of White House Chief of Staff is that of a "javelin catcher." (Jack Watson)
- Don't speak ill of your predecessors or successors. You didn't walk in their shoes.
- Don't blame the boss. He has enough problems.
- Remember the public **trust**. Strive to preserve and enhance the integrity of the office of the Presidency. Pledge to leave it stronger than when you came.
- "Working in the White House you need the courage to be lonely, but you need to work hard to make friends." (Andy **Card**)

KEEPING YOUR BEARINGS IN THE WHITE HOUSE

- Enjoy your time in public service. It may well be one of the most interesting and challenging times of your life.
- Don't think of yourself as indispensable or infallible. As Charles De Gaulle said, "the cemeteries of the world are full of indispensable men."
- Let your family, staff, and friends know that you're still the same person, despite all the publicity and notoriety that accompanies your position.
- Have a deputy and develop a successor. Don't be consumed by the job or you'll risk losing your balance. Keep your mooring lines to the outside world -- family, friends, neighbors, people out of government, and people who may not agree with you.
- When asked for your views, by the press or others, remember that what they really want to know is the President's views.
- Most of the 50 or so invitations you receive each week come from people who are really inviting the President's Chief of Staff, not you. If you doubt that, ask your predecessor how many he received last week.
- Keep your sense of humor. As General Joe Stillwell said, "The higher a monkey climbs, the more you see of his behind."
- Be yourself. Follow your instincts. Success depends, at least in part, on the ability to "carry it off."
- Know that the amount of criticism you receive may correlate somewhat to the amount of publicity you receive.
- If you **are** not criticized, you may not be doing much.
- From where you sit, the White House may look as untidy as the inside of a stomach. As is said of the legislative process, sausage-making and policy-making shouldn't be seen close-up. Don't let that panic you. Things may be going better than they look from the inside.
- Be able to resign. It will improve your value to the President and do wonders for your performance.
- If you are lost -- "climb, conserve, and confess." (U.S. Navy SNJ T-6 Flight Manual)

DOING THE JOB IN THE WHITE HOUSE

- Your performance depends on the people you work with. Select the best, train them and back them. When errors occur, and they will, give better guidance. If errors persist or if the fit feels wrong, help them move on. The country cannot afford amateur hour in the White House.
- You will launch many projects, but have time to finish only a few. So think, plan, develop, launch and tap good people to be responsible. Give them authority and hold them accountable. Trying to do too much yourself creates a bottleneck.
- Think ahead. Don't let day-to-day operations drive out planning.
- Plan backwards **as** well **as** forward. Set objectives and trace back to see how to achieve them. You may find that no path can get you there. Plan forward to see where your steps will take you, which may not be obvious or intuitive.
- Don't "over control" like a novice pilot. Stay loose enough from the flow that you can observe, calibrate and refine.
- A President needs multiple sources of information. Avoid excessively restricting the flow of paper, people, or ideas to the President, though you must watch his time. If you over-control, it will be your "regulator" that controls, not his. Only by opening the spigot fairly wide, risking that some of his time may be wasted, can his "regulator" take control.
- If in doubt, move decisions up to the President.
- When you raise issues with the President, try to come away with both that specific decision and also a precedent. Pose issues so as to evoke broader policy guidance. **This** can help to answer a range of similar issues likely to arise later.
- See that the President, the Cabinet and **staff** are informed. If cut out of the information flow, their decisions may be poor, or not confidently or persuasively implemented.
- Don't allow people to be excluded from a meeting or denied an opportunity to express their views because their views differ from the President's, the person who calls the meeting, or your views. The **staff** system must have integrity and discipline.
- When the President is faced with a decision, be sure he has the recommendations of all appropriate people, **or** that he realizes he does not have their views and is willing to accept the consequence. They **will** be uninformed, unhappy and less effective if they feel they **are** or are seen **as** having been "cut out."
- Don't be a bottleneck. If a matter is not a decision for the President or you, delegate it. Force responsibility down and out. Find problem areas, add structure and delegate. The pressure is to do the reverse. Resist it.

- If the White House staff lacks policy guidance against which to test decisions, their decisions will be random.
- One of your tasks is to separate the “personal” from the “substantive.” The two can become confused, especially if someone rubs the President wrong.
- Test ideas in the marketplace. You learn from hearing a range of perspectives. Consultation helps engender the support decisions need to be successfully implemented.
- If a prospective Presidential approach cannot be explained clearly enough to be understood well, it probably hasn’t been thought through well enough. If not well understood by the American people, it probably won’t “sail” anyway. Send it back for further thought.
- Many people around the President have sizeable egos before entering government, some with good reason. Their new positions will do little to moderate their egos.
- Move decisions out to the Cabinet and agencies. Strengthen them by moving responsibility, authority, and accountability their direction.
- Control your time. If you’re working off your in-box, you’re working off the priorities of others. Be sure the staff is working on what you move to them from the President, or the President will be reacting, not leading.
- Look for what’s missing. Many advisors can tell a President how to improve what’s proposed or what’s gone amiss. Few are able to see what isn’t there.
- Think of dealing with Congress as a “revolving door.” You’ll be back to today’s opponents for their help tomorrow. Presidential proposals will need a Member of Congress’ support on some issue, at some time, regardless of philosophy, party or their positions on other issues. Don’t allow White House links to Members to be cut because he or she may disagree on some or even many issues.
- Work continuously to trim the White House staff from your first day to your last. All the pressures are to the contrary.
- Don’t do or say things you would not like to see on the front page of *The Washington Post*

ON SERVING IN GOVERNMENT

- Public servants are there to serve the American people. Do it well.
- Congress, the press, and the bureaucracy too often focus on how much money or effort is spent, rather than whether the money or effort actually achieves the announced goal.
- It is very difficult to spend “federal (the taxpayers’) dollars” so that the intended result is achieved.
- Beware when any idea is promoted primarily because it is “bold, exciting, innovative, and new.” There are many ideas that may be “bold, exciting, innovative and new,” but also foolish.
- The Federal Government should be the last resort, not the first. **Ask** if a potential program is truly a federal responsibility or whether it could better be handled privately, by voluntary organizations, or by local or state governments.
- **As** former Missouri Congressman Tom Curtis said, “Public money drives out private money.”
- Strive to make proposed solutions as self-executing **as** possible. **As** the degree of discretion increases, so too do delay, expense, and the size of the bureaucracy.
- Presidential leadership needn’t always cost money. **Look for** low- and no-cost options. They can be surprisingly effective.
- Include others. **As** former Senator Pat Moynihan (D-NY) said, “Stubborn opposition to proposals often has no other basis than the complaining question, ‘Why wasn’t I consulted?’”
- Watch for the “not invented here” syndrome.
- “The atmosphere in which social legislation is considered is not a **friend** of truth.” (former Senator Pat Moynihan (D-NY))
- If in doubt, don’t.
- If still in **doubt**, **do** what’s right.
- Treat each federal dollar **as** if it was hard earned; it was – by a taxpayer.
- **Try** to analyze situations intelligently, anticipate problems and move swiftly to solve them. However, “when you’re up to your **ears** in alligators, it is difficult to remember that the reason you’re there is to drain the swamp.” (Unknown)
- “In Washington, D.C., the size of a farewell party may be directly proportional to the honoree’s new position and their prospective ability to dispense largess.” (Mrs. Devon G. **Cross**)

- “Moderation is a virtue only in those thought to have a choice.” (Henry Kissinger)
- “Every government **looking** at the actions of another government and trying to explain **them** always exaggerates rationality and conspiracy, and underestimates incompetency and **fortuity**.” (Silberman’s **Law** of Diplomacy, U.S. Circuit Court Judge Laurence Silberman)
- “The only exact science known to man is hindsight.” (John Reid, Minister of Defense, United Kingdom)
- “The history of a free people is a history of hard choices.” (David Hackett Fischer, *Paul Revere’s Ride*)

POLITICS, THE CONGRESS, AND THE PRESS

- First rule of politics: you can't win unless you're on the ballot.
Second rule: If you run, you may lose; and
Third rule: If you tie, you do not win.
- Politics is human beings; its addition rather than subtraction.
- "The winner is not always the swiftest, surest or smartest. It's the one willing to get up at 5:00 a.m. and go to the plant gate to meet the workers." (Unknown)
- In politics, every day is filled with numerous opportunities for serious error. Enjoy it.
- The most underestimated risk for a politician is overexposure.
- When someone says, "I don't know much about politics," zip up your pockets.
- If you try to please everybody, somebody's not going to like it. (Unknown)
- Don't necessarily avoid sharp edges. Occasionally they are necessary to leadership.
- "The oil can is mightier than the sword." (former U.S. Senator Everett McKinley Dirksen, (R-IL))
- Arguments of convenience lack integrity and inevitably trip you up.
- Remember where you came from.
- With the press there is no "off the record."
- "As for what is not true, you will always find abundance in the newspapers." (Thomas Jefferson)
- "It would be a strategic error to assume that everyone in the press is seeking the ~~truth~~ truth." (General Pete Schoomaker, USA)
- "Sunshine is a weather report – a flood is news." – attributed to Reuven Frank, former president of NBC News.
- "May the words I utter today be tender and sweet, for tomorrow I may have to eat them." (the late Congressman Mo Udall)
- There are really only three responses to questions from the press: (1) "I know and will tell you"; (2) "I know and I can't tell you"; and (3) "I don't know." (Dan Rather)

- “Those who know, don’t talk. Those who talk, don’t know.” (Unknown)
- Members of the U.S. House and the U.S. Senate **are** not there by accident. Each managed to get there for some reason. Learn **what** it was and you will know something important about them, about our country and about **the** American **p**people.
- A fight not joined is a fight not enjoyed.” (Senator John McCain)
- “People respond in direct proportion to the extent you reach out to them.” (Nelson Rockefeller, former Vice President of the United States)
- “Great events and personalities are all made small when passed through the medium of a small mind.” (Winston Churchill)

FOR THE SECRETARY OF DEFENSE

- **War** is a **series** of catastrophes that results in a victory.” (Clemenceau)
- Reserve the right to get into anything and exercise it. Make your deputies and staff realize that, although many responsibilities are delegated, no one should be surprised when the Secretary engages an important issue.
- The U.S. Secretary of Defense is **not** a super General or Admiral. His task is to exercise leadership and civilian control over the Department for the Commander-in-Chief and the country.
- Manage the interaction between the Pentagon and the White House. Unless you establish a narrow channel for the flow of information and “tasking” back and forth, the process can quickly become chaotic and dangerous to the nation.
- Normal management techniques may not work in the Department. When pushing responsibility downward, be sure not to contribute to the tendency of the **Services** to pull apart; what cohesion **exists** has been painfully achieved over decades.
- When cutting staff at the Pentagon, don’t eliminate the thin layer that assures civilian control.
- Avoid public spats. When a Department argues with other government agencies in the press, it reduces the President’s options.
- Establish good relations between the Departments of Defense, State, the National Security Council, C.I.A. and the Office of Management and Budget.
- Be sure key U.S. ambassadors are informed of Defense Department activities in their countries.
- “There is a risk in sharing secret intelligence information. But there is *also* a risk in not sharing intelligence information – and there are times when the risk of not sharing may well be greater.” (Senator Jay Rockefeller)
- Develop a personal relationship with the Chairman, the Joint Chiefs of Staff and the Combatant Commanders. They are almost always outstanding public servants. In time of crisis, those relationships can be vital.
- “The task is to create trust and confidence, unity of effort at the top, to enable and empower the combatant commander.”
- “Leaving all options on the table creates opportunities for the U.S. and dilemmas for **our** enemies.”
- “If **you** get the objectives right, a lieutenant can write the strategy.” (General George Marshall)

- “Knowing more about the enemy reduces **risks**, creates opportunity and enables initiative.”
- When asked, “Who do you consider to be the greatest generals?” Napoleon responded, “The victors.”
- “Coherently joint and combined forces create power that exceeds the sum of the individual military, federal, and international capabilities.”
- “In war, one tank too many is a great deal better than one tank too few.”
- “Training matters. Joint training matters more – it creates asymmetric advantages.”
- Whenever peace – conceived **as** the avoidance of war – has been the primary objective of a power or a group of powers, the international system has been at the mercy of the most ruthless member of the international community.” (Henry Kissinger – *A World Restored*)
- “I don’t mind generals planning for the last war, as long **as** they are all on the other side.”
RADM Arthur Cebrowski
- Never carry out an order outside of the chain of command; never expect to learn anything up the chain of command.” (Admiral Hymen Rickover)
- Nominate for the Chiefs of Staff of the Services only individuals who have served as a Commander or Deputy Commander of a Combatant Command – that critical joint experience will counterbalance inevitable Service-centricity.
- “Large scale vertical and horizontal collaboration unites commanders, organizations, and capabilities in new and powerful ways.”
- Commenting on the numerous retired four-star military officers and pundits who criticized the Iraq war plan “they **had** never seen,” the general on the scene said, “I **am** amused by the way they critique it. But in the end, it is a whole lot like listening to a cow pee on a flat rock – it just doesn’t matter.” (General T. Michael “Buzz” Muscley)
- “It is not the plan, it is the planning... planning provides the intellectual basis for adaptation.”
- “No plan survives contact with the enemy.” (Old military axiom)
- “The challenge in an insurgency is that the insurgents don’t have to win, they just have to not lose.” (General George Casey)
- “Speed kills. It reduces decision and execution cycles, especially in multiple locations simultaneously; creates opportunities; denies the enemy options; and speeds his collapse.”

- On the U.S. War with Iraq – 2003: “Seldom in the history of war have so many been *so* wrong about so much.” (Dr. Eliot Cohen referring to the “Arm Chair Generals” during the U.S. War with Iraq in 2003)
- “Every war is different... lessons from one war are not necessarily universally applicable.”
- “Overmatching power replaces the **20**” century construct of overwhelming force.”
- “We are in the process of changing the nature of war to make ~~war~~ more peaceful, so that the enemy cannot hide behind the innocent.”
- “This war isn’t like the last war, and it isn’t like the next war. This war is like **this** war.” ADM Vern Clark, Chief of Naval Operations.
- Defenders **have** to be successful (lucky) all the time; terrorists (attackers) only need to be successful (lucky) a few times.” Margaret Thatcher.
- Every war is different... lessons from any one war are not universally applicable.
- Long term strategy creates the conditions for rapid and successful action.
- Top-down clarity of vision and common understanding of purpose create **trust** and confidence and unity of effort.
- Leaving all options on the table creates opportunities for the U.S. and dilemmas for enemies.
- Operationally agile forces; flexible capabilities; and, access, basing and overflight are essential to make adaptive planning and execution a reality.
- Large-scale real time vertical and horizontal collaboration unites commanders, organizations and capabilities in new and powerful ways.
- The Pentagon is like a log floating down a river with 25,000 ants on it, each one thinking it is steering.” (Harry Rowan)
- “Czars fare poorly in the Department of Defense. The “nobles” ignore them and eventually, the “peasants” kill them.” (General **Larry** Walsh)
- “Transformation begins with thinking.” (**Adm** Vernon Clark)
- In a war the weaker side can often adapt ten times faster than the stronger side. Size and strength can lead to confidence. Weakness often leads to fear, and “fear is the mother of necessity.”

- “For almost twenty years we had all of the time and almost none of the money; today we have **all of the money** and no time.” (General George C. Marshall)
- “Power can be taken by force; but to be maintained, the cause must be righteous.” (Unknown)
- “The road you don’t travel is always smoother.” (Congressman Duncan Hunter)
- “No matter how enmeshed a commander becomes in the elaboration of his own thoughts, it is sometimes necessary to take the enemy into account.” (Winston Churchill)

PRINCIPLES FOR THE U.S. DEPARTMENT OF DEFENSE

Do nothing that could raise questions about the credibility of DoD. DoD officials must tell the truth and must be believed to be telling the truth or our important work is undermined.

- Do nothing that is or could be seen as partisan. The work of this Department is non-partisan. We have to continuously earn the support of all the people of the country and in the Congress. To do so we must serve all elements of our society without favor.
- Nothing is more important than the men and women who work in this Department—they are its heart and soul and its future. Our country's success depends on them. Treat them with respect, show your concern for them and for their lives and their futures, and find opportunities to express your full appreciation for all they do for our country.
- The public needs and has a right to know about the unprivileged and unclassified activities of DoD. It is our obligation to provide that information professionally, fully and in good spirit.

Help create an environment in DoD that is hospitable to risk-taking, innovation, and creativity. This institution must encourage such activity if it is to transform and be successful.

Work vigorously to root out any wrongdoing or corruption in DoD. Waste undermines support for the Department, and robs DoD activities of the resources they need.

- Consistently demonstrate vigilance against waste. DoD funds are the taxpayers' money, earned by people who work hard all across this land. We owe it to them to treat their dollars respectfully, and we owe it to the importance of our responsibilities to see that every dollar is spent wisely.
- Reflect the compassion all feel when lives are lost, whether U.S. or coalition service people or innocents killed by collateral damage.
- Demonstrate appreciation for the cooperation received from other nations and for the valuable contributions coalition forces bring to our efforts—whether in peacetime by way of strengthening the deterrent, or in wartime by securing victory.
- Because of the complexity of our tasks, DoD must work with other departments and agencies of the federal government in a professional manner, respectful of others' views but willing to raise issues to the next higher level up the chain of command, as necessary.
- DoD personnel—civilian and military—must not compromise classified information. It is a violation of federal criminal law. Those who do so are criminals. They are individuals who have lost their moorings and are willing to put the lives of the men and women in uniform at risk. They must be rooted out, stopped and punished.

“An appeal to force cannot, by its nature, be a partial one.” (General Dwight D. Eisenhower)

- The Legislative Branch is **in** Article I of the Constitution; the Executive Branch is Article II. That is not an accident. Respect the Constitutional role of Congress, learn from those who have knowledge that can be helpful and work constructively with revolving coalitions to achieve the important goals of the Department and the country.

Finally, the President of the United States is the Commander-in-Chief. Those in DoD—military and civilian—believe in civilian control, be **respectful** of it and be vigilant to see that *your* actions reflect that important Constitutional obligation.

- A problem with the Department of Defense is that there **are** so many goalies with no puck – everyone is defending his net. (John Hamre)

GUIDELINES WHEN CONSIDERING COMMITTING U.S. FORCES

Is a proposed action truly necessary?

A Good Reason: If U.S. lives are going to be put at risk, whatever is proposed to be done must be in the U.S. national interest. If people could be killed, ours or others, the U.S. must have a damn good reason.

- **Diplomacy:** All instruments of national power should be engaged before, during and after any possible use of force. The interaction between effective diplomacy and the potential use or use of force can be a powerful influence.
- **Basis for the Action:** In fashioning a clear statement of the underpinning for the action, avoid arguments of convenience. They can be useful at the outset to gain support, but they will be deadly later. Just as the risks of taking action must be carefully considered, so too the risk of inaction needs to be weighed.

Is the proposed action achievable?

- **Achievable:** When the U.S. commits force, the task should be achievable—at acceptable risk. It must be something the U.S. is capable of accomplishing. We need to understand our limitations. The record is clear; there are some things the U.S. simply cannot accomplish.
- **Clear Goals:** To the extent possible, there should be clear, well-considered and well-understood goals as to the purpose of the engagement and what would constitute success, so we can know when we have achieved our goals. To those who would change what is falls the responsibility of helping provide something better. It is important to understand that responsibility and accept it.
- **Command Structure:** The command structure should be clear, not complex—not a collective command structure where a committee makes decisions. If the U.S. needs or prefers a coalition to achieve its goals, which it most often will, have a clear understanding with coalition partners that they will do what might be needed to achieve the agreed goals. Avoid trying so hard to persuade others to join a coalition that it compromises our goals or jeopardizes the command structure. Generally, the mission will determine the coalition.

Is it worth it?

- **Lives at Risk:** If an engagement is worth doing, the U.S. and coalition partners should recognize that lives will be put at risk.
- **Resources:** The military capabilities needed to achieve the agreed goals must be available and not committed or subject to call elsewhere halfway through the engagement. Even with a broad coalition, the U.S. cannot do everything everywhere at once.
- **Public Support:** If public support is weak at the outset, U.S. leadership must be willing to invest the political capital to marshal support to sustain the effort for whatever period of time

may be required. If there is a risk of casualties, that fact should be acknowledged at the outset, rather than allowing the public to believe an engagement can be executed antiseptically, on the cheap, with few casualties.

- **Impact Elsewhere:** Before committing to an engagement, consider the implications of the decision for the U.S. in other parts of the world—if we prevail, if we fail, or if we decide not to act. U.S. actions or inactions in one region are read around the world and contribute favorably or unfavorably to the U.S. deterrent and influence. Think through the precedent that a proposed action, or inaction, would establish.

If there is to be action--

- **Act Early:** If it is worth doing, U.S. leadership should make a judgment as to when diplomacy has failed and act forcefully, early, during the pre-crisis period, to try to alter the behavior of others and to prevent the conflict. If that fails, be willing and prepared to act decisively to use whatever force is necessary to prevail, plus some.
- **Unrestricted Options:** In working to fashion a coalition or trying to persuade Congress, the public, the UN or other countries to support an action, the National Command Authorities should not dumb down what is needed by promising not to do things (i.e., not to use ground forces, not to bomb below 15,000 feet, not to risk lives, not to permit collateral damage, etc.). That may simplify the task for the enemy and make the task more difficult. Leadership should not set arbitrary deadlines as to when the U.S. will disengage, or the enemy can simply wait us out.

Finally—

- **Honesty** U.S. leadership must be brutally honest with itself, the Congress, the public and coalition partners. Do not make the effort sound even marginally easier or less costly than it could become. Preserving U.S. credibility requires that we promise less, or no more, than we are sure we can deliver. It is a great deal easier to get into something than it is to get out of it!

Note:

Guidelines, Not Rules: While these guidelines are worth considering, they should not be considered rules to inhibit the U.S. from acting in our national interest. Rather, they are offered as a checklist to assure that when the U.S. is considering the use of force, it does so with a full appreciation of our responsibilities, the risks, and the opportunities. Our future promises to offer a variety of possible engagements. The value of this checklist will depend on the wisdom with which it is applied.

Decisions on military engagement always **will be** based on less than perfect information, often under extreme pressure of time. These guidelines can be helpful not in providing specific answers, but rather in helping to frame and organize available information.

It was said that Winston Churchill favored “military action—provided that it is worthwhile, morally and strategically; that it is within his country’s capacity; and that there are no illusions regarding the obstacles: the climate, the vast distances, the warring local factions, and the general underdevelopment of the country.” [Robert D. Kaplan, *Warrior Politics*, p. 25]

ON GOVERNMENTAL COMMISSIONS

- Do everything possible to have a unanimous Report. A unanimous report can have real impact. Avoid a report that will simply gather dust on shelves or be seen as more partisan differences.
- A way to achieve a unanimous report is for commissioners to accept that there may be little ideology involved and the real task is to get the facts. If *so*, when differences arise, the commissioners must be assumed to be differing as to what the facts are. And if commissioners are differing as to the facts, the responsible course is to keep having meetings, get more experts in to find the facts, until all commissioners are working off the same set of facts. It takes time, but it works.
- To achieve a unanimous report, have commissioners agree up front that no commissioner will put in a minority view or a footnote, unless he or she can persuade at least three others to agree to it.
- Next, make it the commissioners' report, not the staff's report. Establish a rule that four-fifths of the members must be present to conduct business. Only set meeting dates that all commissioners can attend. The commissioners are the ones who must put their names on the report. Unless they drive the work of the commission instead of the staff, there will be irresolvable disagreements at the end. Commissioners are the ones who have the responsibility to get the facts right, and to present and defend it. If members cannot attend the meetings, have them step off and allow a replacement to be appointed.
- Get the facts right. Debates over the facts after the report is issued will destroy the letter's impact.
- Be forward-looking. The goal is to determine how our country might do a better job in the future as a result of what the commission has been able to learn.
- The shorter and more readable the report, the more impact it will have. Try to make *my* recommendations actionable.

ON BUSINESS

- When you initiate new activities, find things currently being done that can be discontinued -- whether reports, activities, etc. It works, but you must force yourself to do it. Always keep in mind the "teeth to tail ratio."
- Watch the growth of middle level management. Don't automatically fill vacant jobs. Leave some positions unfilled for 6-8 months to see what happens. .You will find you won't need to fill some of them.
- Reduce some layers of management. They put distance between the top of an organization and the customers.
- Find ways to decentralize. Move decision making authority down and out. Encourage a more entrepreneurial approach.
- Prune -- prune businesses, products, activities, people. Do it annually.
- Know your customers!
- Develop a **few** key themes and stick to them. It works. Repetition is necessary. "Quality." "Customers." "Innovation." "Service." -- whatever!
- That which you require be reported on to you regularly will improve, if you are selective. How you fashion your reporting system announces your priorities and sets the institution's priorities.
- Never hire someone you can't fire.
- People do better in staff jobs if they have had operational experience. It helps to look at things from others' perspectives.
- Beware of the argument that "this is a period for investment, improvements will come in the out years." The tension between the short term and long term can be constructive, but there is no long term without a short term.
- Too often management recommends plans that look like a hockey stick. The numbers go down the first year or so and then up in the later years. If you accept hockey stick **plans**, you will find they will be proposed year after year.
- "You never know which twist is the one that will open the jar -- just stay with it." (Tim Russert, Sr.)
- "You cannot recover a fumble unless you are on the field." (Tim Russert, Sr.)
- The way to do well is to do well.

- Don't let the complexity of a large company mask the need for performance. Bureaucracy is a conspiracy to bring down the big. **You** may need to be large to compete in the world stage, but **you** need to find ways to avoid allowing that size to mask **poor** performance.
- Remember: **A's** hire **A's** and **B's** hire **C's**
- "The advantage **of** a free market is that it allows millions of decision-makers to respond individually to freely determined prices, allocating resources – labor, capital and human ingenuity – in a manner that can't be mimicked by a central plan, however brilliant the central planner." (Freidrich von Hayek)

ON LIFE (and other things)

- "You can't pray a lie." (*Huckleberry Finn* by Mark Twain)
- "It takes everyone to make a happy day." (my daughter, Marcy Rumsfeld, at age seven)
- "We do not dare because it is difficult; it is difficult because we do not dare." (Seneca)
- "The most important things in life you cannot see -- civility, justice, courage, peace."
(Unknown)
- "The Lord doesn't require us to succeed. He just expects **us** to try." Former Senator Jesse Helms
- "Persuasion is a two-edged sword -- reason and emotion -- plunge it deep." (Professor Lewis Sarett, Sr., my uncle)
- "The *art* of listening is indispensable for the **right** use of the mind. It is also the most gracious, the most open and the most generous of human habits." (Attributed to R. Barr, St. John's College, Annapolis, MD)
- "In writing if it takes over **30** minutes to write the first two paragraphs select another subject."
(Raymond Aron)
- "One of the benefits of pessimism is that you are probably right more often than you are wrong, and when you are wrong, you are pleased." (George Will)
- "In unanimity there may well be either cowardice or uncritical thinking." (Unknown)
- "If you're coasting, you're going downhill." (L.W. Pierson)
- "What's the difference between a good naval officer and a great one? *Answer:* About six seconds." (Adm. Arleigh Burke)
- "First law of holes: If you get in one, stop digging." (Unknown)
- "Behold the turtle. He makes progress only when he sticks his neck out." (James B. Conant)
- "When drinking the water, don't forget those who dug the well." (Chinese proverb)
- The harder I work, the luckier I **am**. (Stephen Leacock)
- "If it doesn't go easy, force it." (G. D. Rumsfeld's assessment of his son Don's operating principle at age 10)

- “But I **am** me.” (Nick Rumsfeld, age 9)
- “Big (and bad) things can start from small beginnings.”
- “You learn in life there are few plateaus; you are either going up or down.” (Unknown)
- Perspective: Maurice Chevalier’s response when asked how it felt to reach **80** – “Pretty good, considering the alternative.”
- “For every human problem there is a solution that is simple, neat and wrong.” (H.L. Mencken)
- Simply because a problem is shown to exist doesn’t necessarily follow that there is a solution.
- “If a problem has no solution, it may not be a problem, but a fact, not to be solved, but to be coped with over time.” (Shimon Perez)
- “If a problem cannot be solved, enlarge it.” (Dwight D. Eisenhower)
- “Most people spend their time on the ‘urgent’ rather than on the ‘important.’” (Robert Hutchins)
- “If you *think* you have things under control, you’re not going fast enough.” (Mario Andretti, racecar driver)
- “Victory is never final. Defeat is never fatal. It is courage that counts.” (Winston Churchill)
- “Intellectual Capital is the least fungible kind.” (Unknown)
- “The better **part** of one’s life consists of his friendships.” (Abraham Lincoln)
- “When you’re skiing, if you’re not falling you’re not trying.” (Donald Rumsfeld)
- “The test of a first rate intelligence is the ability to hold two opposed ideas in the **mind** at the same time, and still retain the ability to function.” (F. Scott Fitzgerald)
- “It is seldom that liberty of any kind is lost all at once.” (David Hume)
- “History marches to the drum of a clear idea.” (W. H. Auden)
- “Demographics is destiny.” (Auguste Comte)
- “If you want traction, you must first have friction.” (Admiral **Jim Ellis’s** physics professor)
- “We cannot ensure success, but we can deserve it.” (George Washington)

- “Blessed is he who listens and, from what he learns, chooses that which is good.”
(Unknown)
- “What knows he of England, who only England knows?” (Rudyard Kipling)
- “It is difficulties that show what men are.” (Epictetus)
- “You never really lose until you quit trying.” (Mike Ditka)
- “Following the path of truth is sometimes difficult, but never impossible.” (Pope John Paul II)
- “The gift of liberty is like that of a horse, handsome, strong, and high-spirited. In some it arouses a wish to ride; in many others, on the contrary, it increases the desire to walk.”
(Massimo d’Azeglio)
- If you develop rules, never have more than ten.

Frequentlyuseddocsrules.doc Rev. 4/3/06

“Brilliant Pebbles”
(Rumsfeld’s recollections from
the Ballistic Missile Threat Commission (BMTC))

The Assignment of the BMTC

“The BMTC’s task is to answer:
Who can do it now?
Who is trying to do it?
When are they likely to succeed?
Why do we care?
When will we know they can do it?”

Thoughts from and on the Intelligence Community

“Intelligence analysts need to remember that there is more there than they know.”

“The absence of evidence is not evidence of absence; nor is it evidence of presence.”

“Some of it (what you can see), plus the rest of it (what you can’t see), equals all of it.” (Baldy’s Law)

“There **are** knowns, known unknowns, and unknown unknowns. There may also be unknown knowns – that is to say those things we think we know but we find out later we didn’t know.” (Unknown)

“When you know a thing, to hold that you know it, and when you do not know a thing, to allow that you do not know it: this is knowledge.” (Confucius)

“Tell them **what** you know. Tell them **what** you don’t know. And, **only** then, tell them what you *think*. And, be sure you distinguish between them.”

“Never assume the other guy will never do something you would never do.” (Machiavelli)

“A deep truth is a truth so deep that not only is it true, but its exact opposite is also true.” (Niels Bohr)

“The worst mistake is to have the best ladder and the wrong wall.”

“Making ICBMs used to be difficult, like breaking the four-minute mile. But since Roger Bannister did it, it has become commonplace. So, too, will ICBMs.”

“Government seems not much interested in documenting failure.”

“Nothing ages so quickly as yesterday’s vision of the future.”

The U.S. intelligence community (IC) uses **SIGINT** for signals intelligence and **HUMINT** human intelligence. One commissioner suggested that the IC ought to start using **THINKINT** for thinking **in** intelligence work.

The Approach of Some Briefers

"I can't report on or assess things I don't see."

"You're trying to get me to comment on things we don't know."

"We can't go back and look for something until we know it's there."

Commissioners' Observations

When a Commissioner was asked if he had the details on the Indian nuclear explosions, he said, "No, I don't, but I'm sure the Chairman planned the whole thing to prove his point."

When a Commissioner acknowledged he may have pulled the trigger a bit too quickly on a briefer and was going to apologize, another Commissioner's advice was, "No, just tell him the next time you'll take better aim."

"That paragraph is completely content free."

"That third line looks like a petunia in the onion patch."

"There may be a thought in there trying to get out, but what in the world is it?"

"This crowd [the Commissioners] would edit a stop sign."

"The Commission is up to speed; only the direction is in doubt."

"It's clear the White House knows how to fight, but not who to fight."

"If you don't want to believe it, there is no body of evidence that cannot be ignored."

On Intelligence

"No one ever sees successful camouflage."

"If we can see it ~~from~~ the air, it's ours."

"Warning time not used is wasted time. It's like runway behind you for a pilot."

"The wind through the tower presages the coming of the storm." (Chinese proverb)

"Hire paranoids. Even though they have a high false alarm rate, they discover all plots." (Herman Kahn)

"It is easier to convince someone they're right, than to convince ~~them~~ they're wrong."

"Never attribute to a conspiracy that which can be explained by incompetence."

"Sometimes it's necessary to kill a chicken to frighten the monkeys." (Chinese proverb)

"A sample of one from a homogenous population is sufficient." (Herman **Kahn**)

At the Congress of Vienna, on learning the Russian ambassador had died, Tallyrand mused "Oh, really. What do you suppose was his motive?"

Schneiderisms

"That briefer has no off switch."

"That fellow has aknowledge board defect. He must have purchased his chip from the low bidder."

"That fellow has had one year's experience 50 times."

"He's the type that would read the Bible, looking for a loophole."

"That briefer just committed 'podiacide' (shot himself in the foot)."

"That is like killing two stones with one bird." (to a briefer)

"That man is truly a waste of food."

"The threat is from nano-technology."

"Techies think the world is nothing more than one big semiconductor application."

OOWashington, D.C.

The two most important rules in Washington, DC are:

Rule One: "The cover-up is worse than the event."

Rule Two: "No one ever remembers the first rule."

"Government does two things well – nothing and overreact."

"Washington, DC is 60 square miles surrounded by reality."

"You can wreck any story if you check the facts." (a Chicago reporter)

"Running the U.S. Navy is like punching a pillow all day. You end up exhausted and the pillow hasn't changed a bit." (Franklin D. Roosevelt)

"Running the Department of Defense is like wrestling with a 7 million pound sponge." (Deputy SecDef David Packard)

"Generals never lose a war in their own memoirs."

"History will be kind to me, because I will write it." (Sir Winston Churchill)

"No man is a villain in his own MEMCOMS."

"If you have anything bad to **say** about anyone, let's hear it." (A reporter)

Harry Truman said, "If you want to have a friend in Washington, DC, buy a dog." The modern corollary is: "Better get a small dog, because it may turn on you also."

"A friend in Washington, DC is someone who stabs you in the chest."

Conclusions

"It doesn't take a 'village,' it takes a 'Commission.'"

"There are no statues in the parks of America honoring Commissions."

"Weakness is provocative."

"You get more with a kind word and a gun (or ballistic missile) than you do with a kind word alone."
(Al Capone)

Brilliant Pebbles II
*(Rumsfeld's Recollections From The Commission
to Assess U.S. National Security
Space Management and Organization)*

Don Rumsfeld

HISTORICAL

“The dogmas of the quiet past are inadequate for the stormy present... as our case is new, we must think anew.” (Abraham Lincoln)

“No one wants another Pearl Harbor. This means that we must have knowledge of military forces and preparations around the world.” (President Dwight D. Eisenhower)

“If you want peace, prepare for war.” (Winston Churchill)

“There is a difference between force and power. You generally need force in situations where you haven't marshaled sufficient power to shape events.” (Arleigh Burke)

“The perfect battle is the one that does not have to be fought.” (Sun Tzu)

GENERAL

“Governments have lost their exclusivity with respect to the use of space.”

“The only thing harder than getting the ... military to adopt a new technology is getting them to give up an old one.” (Bill Graham)

“There lies at the heart of deterrence ... an inescapable paradox: the more seriously the possessor is believed capable in extremis of using the armory, the less likely it is that others will allow circumstances to arise challenging its use. The converse is also true.” (Sir Michael Quinlan)

“The **NRO** has the proverbial problem of **15 lbs.** in a **5 lb.** sack.” (Tom Moorman)

“Being a ‘national treasure’ is one thing. Being a ‘national monopoly’ is quite another.” (Bill **Graham**)

“Culturally, the Air Force does not embrace space.” (anonymous)

“It's **an** example of pricing; the answer depends on whether you're a buyer or a seller.” (Tom Moorman)

“If you do ‘cradle-to-grave,’ you run the risk of falling in love with old ideas.” (anonymous)

“After a period of time, institutions in conflict tend to mirror each other.” (Malcolm Wallop)

“It is exceedingly difficult for any military organization to innovate radically • except in wartime when it is absolutely necessary.” (Jim Woolsey)

“One thing we’ve learned about tsars is that the barons ignore them and the peasants kill them.” (Larry Welch)

“Satellites require greater technology and scientific capability than toilet paper, which suggests that a common acquisition system is not appropriate.” (Howell Estes)

“You don’t get air superiority from the ground, and you won’t get space superiority from the ground, land, sea, or air.” (anonymous)

“Space control will be the next frontier, because U.S. dependence and vulnerability **are** so great.” (unknown)

“With too much authority to the warfighter, it is like a peewee soccer **game**; everybody chases the ball, it doesn’t advance the ball and leaves the rest of the field open for unpleasant surprises.” (Larry Welch)

“This assignment is a bit like trying to pick up mercury.” (Doug Necessary)

“We need to be looking for those fighter pilots who get 95 percent of the **kills**.” (David Jeremiah)

“Russian equities in space are less than the U.S., but they plan to use nukes in space which levels the playing field.” (anonymous)

“You don’t **know** what you don’t know.” (unknown)

“One man’s ‘IW’ (information warfare) is another man’s ‘space control.’” (Tom Moorman)

“If you control the funding, and write the efficiency reports, it doesn’t matter what the organization chart says – you **own** it.” (Bob Davis)

“He who has the gold rules.” (unknown)

“Space is the access point for information warfare - it is an unprotected node.”
(**unknown**)

“It takes longer to get an export license than to build a satellite.” (unknown)

“Too ~~often~~ military officers are not in their posts long enough to know the mistakes they’ve made.”

"When Dr. Johnson said that 'patriotism is the last refuge of a scoundrel,' he had not looked closely at reform." (unknown)

"To those who would tear down what is falls the responsibility to recommend something better."

"I think we almost have a consensus on this point; unfortunately, it's all against me."
(Bill Graham)

"The cheapest bandwidth is Federal Express." (anonymous)

"In unanimity there's often a lack of rigorous thinking." (anonymous)

"How many bad guys submit licenses?" (John Hamre)

"We have experienced epistolic excellence in a sea of inadequacy." (Jim Simon)

"Space is more than just another higher hill." (Ed Eberhart)

"~~War~~ is war; wargames are games." (Vice Admiral Lyle Bien)

"Flying like a flock of geese in sun synchronous orbit." (Kathy Sadler)

"They plan to use pre-emptive revenge." (Bill Graham)

"We never go final; we just run out of time to make more changes." (Doug Necessary)

"Precision weapons require precision intelligence." (Dave Jeremiah)

"This is like a self-licking ice cream cone." (Bob Davis)

"The military should train the way they will fight." (Dave Jeremiah)

"The Air Force is a slum lord in space," (Dave Jeremiah, with a smile)

"This is like loading frogs in a wheelbarrow." (Doug Necessary)

"You can't win a battle you don't engage." (Malcolm Wallop)

HORNERISMS (Chuck Horner)

"The farther up the ladder you go, the less you know."

"If it's a small program, it goes to a three star; if it's a big one, it goes to a one star."

"If we don't have a national security policy, how can we have a space security policy?"

"The Pentagon has an amazing inability to heal itself."

"The U.S. Air Force is tribal: if you leave the campground, they burn your teepee and shoot your pony."

"That was a brilliant defense of the farm."

"We'll fix the enemy; we'll leak our acquisition system to them."

"We just saw how the Air Force does it. They bring in their pet pony and just drag it in front of the Commission."

"I think we just saw part of the problem."

"It's people like that that helped the Soviet Union fail."

"He's just like an accountant – he knows the price of everything and the value of nothing."

"That was a blinding glimpse of the obvious."

"It takes so long to launch at the Cape that someone put a building number on a Titan IV."

"We're not talking about minor bureaucrats here, we're talking about accomplished killers."

On DOD – "It's screwed up, but you can't change a thing."

"We sure make good buggy whips."

"SBIRS low is a case of incestuous cannibalism on the part of the space community."

"Hey, it's government; it's not supposed to work."

"The Pentagon is driven by budgets and programs - not national security interests."

"Each service has self-inflicted sucking chest wounds, because they can't change."

"That's one barbed wire pull through we don't need to do."

"If you're going to kill people, you damned well better have a good reason."

INTELLIGENCE

“All intelligence gaps are not created equal.” (Joan Dempsey)

“The intelligence community is not a community – it’s a loose association of disparate organizations.” (Larry Kindswater)

“Double agents are mostly homegrown.” (J.M. Simon)

“With respect to intelligence from space, the key is to get the right intelligence, in the right hands, at the right time.” (unknown)

“The intelligence community is a collection of feudal baronies.” (David Jeremiah)

“In this post-cold war world, intelligence is not just bean counting – we need to know cultures and intentions.” (Chuck Homer)

CONGRESS

“Anything that has six Congressional committees overseeing it is very likely dead on arrival.” (anonymous)

“The difference between the executive branch and the legislative branch is that the executive branch has the data and Congress traffics in it.” (Doug Necessary)

“Hold still, little fishy, I’s just goin’ to gut you.” (the late Congressman Howard Smith)

“Never send an important program to Capitol Hill unchaperoned.” (Doug Necessary)

BRIEFINGS & BRIEFERS

“One half of that briefing wasn’t intelligible; the rest wasn’t important.”

“That fellow scratched all of the itches.” (Jay Garner)

“That is impressive. He just delivered two full paragraphs of acronyms without using a single word in English.”

“There is a touch of disingenuousness in some of those arguments.” (anonymous)

“English is apparently his second language – after acronyms.”

“He’s a class act; he avoided answering every question I asked, but he did it in a very satisfyng way.” (Bill Graham)

“That fellow is not tightly attached.” (Bill Graham)

"The interesting thing about Gates, Schlesinger and Woolsey is that, unlike some briefers, they all spoke English."

"Any more briefings will flood our carburetors."

HUMAN NATURE

"Anyone who can do it for you, can do it to you." (Doug Necessary)

"You know you're getting old when it takes longer to recuperate than it took to get tired."
(Doug Necessary)

ORGANIZATION & MANAGEMENT

"There is **no** one in the National Security Council assigned to deal with space issues; when you call, there is no one home."

"No known organization or management arrangement can solve under-funding."
(unknown)

"Operations drive out planning."

"When one starts building a temple unto oneself, it's the beginning of the end."
(anonymous)

"**An** excellent organization with poor leadership won't work; an imperfect organization with good leadership will."

"You get what you inspect, not what you expect."

"What you measure improves."

Donald H. Rumsfeld
8/8/00
Revised 2/1/01

FOUO

APR 2 2006

340

TO: Fran Harvey
GEN Pete Schoomaker

CC: Gordon England
David Chu

FROM: Donald Rumsfeld *DR*

SUBJECT: Army Recruiting and Retention

I see that halfway ~~through~~ the fiscal year, the Army is at 104 percent of its March Active Duty Recruiting Goal, and 115 percent of its year-to-date Active Duty Retention Goals, leading all four of the Services. That is quite an improvement.

Keep it coming!

Attach. 4/10/06 USD(P&R) memo to SD re: March Recruiting and Retention (OSD 05727-06)

12 Apr 06

DHR:dh
041106-11

.....

10 Apr 06

FOUO

11-L-0559/OSD/57052

OSD 05727-06



8/8/2006 12:12:50 PM

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1058

April 10, 2006

THE UNDER SECRETARY OF DEFENSE
(PERSONNEL AND READINESS)

DB
4/11

NOTE FOR: SECRETARY OF DEFENSE

SUBJECT: March Recruiting and Retention

RR →
Robert Rar
4/11/06

All the Services met or exceeded their Active Duty Recruiting Goals for March. At the half way point for FY06, all Services have achieved 100% of their year to date goals.

For the Reserve Forces, four of the six met the March recruiting goals with only the **Army Reserve** (89%) and **Navy Reserve** (87%) falling short of their monthly goal.

The Navy Reserve is now at **85%** for the year. Tom Hall will meet with Secretary Winter to review his plans for Navy Reserve recruiting and end strength.



David S.C. Chu

Attachment

MA SD	4/11	SMA DSD	
TSA SD	4/11	SA DSD	
EXEC SEC	4/11	1030	1420
ESR MA	4/11	STF DIR	

OSD 05727-06

11-L-0559/OSD/57053

IMMEDIATE RELEASE

April 10,2006

(703)697-5131(media)
(703)428-0711(public/industry)

DOD ANNOUNCES RECRUITING AND RETENTION NUMBERS FOR MARCH

The Department of Defense announced today its recruiting and retention statistics for the Active and Reserve components for the month of March.

- **Active Duty Recruiting.** All Services exceeded their recruiting goals in March.

March 2006	Accessions	Goal	Percent
Army	5,396	5,200	104
Navy	2,828	2,822	100
Marine Corps	1,688	1,647	102
Air Force	3,164	3,146	100

- **Active Duty Retention.** The Army enjoys excellent reenlistment rates. To date, the Army has reenlisted 39,918 soldiers toward a year-to-date mission of 34,668 (115%). Navy, Marine Corps and Air Force continue to enjoy excellent reenlistment rates, meeting or exceeding all objectives. Although a challenging year, we are predicting that all the Services will meet reenlistment goals for FY06.

INTERNET AVAILABILITY: This document is available on DefenseLINK, a World Wide Web Server on the Internet, at: <http://www.defenselink.mil>

11-L-0559/OSD/57054

- **Reserve Forces Monthly Accessions.** Accession data includes: Recruiting + Active to Reserve Transitions + IRR to Unit Transfers. Four of six Reserve components met or exceeded their accession goals for March, 2006. The following table provides monthly goals and achievements for the month of March, 2006.

March 2006	Accessions	Goal	Percent
Army National Guard	6,651	6,540	102
Army Reserve	2,261	2,534	89
Navy Reserve	757	870	87
Marine Corps Reserve	457	375	122
Air National Guard	834	834	100
Air Force Reserve	722	616	117

- **Reserve Attrition.** Losses in all Reserve components are within acceptable limits. Enlisted attrition through February FY 2006 is generally lower than the same period reported last year and in the base year of FY 2000. We expect March 2006 to continue at these low levels. (Note: This indicator lags by one month.)

Fiscal Year 2000-2006 Enlisted Attrition YTD	FY 2006 Target (Ceiling)	FY 2000 YTD FEB 00	FY 2005 YTD FEB 05	FY 2006 YTD FEB 06
	19.5	8.44	8.77	7.39
Army Reserve	28.6	11.3	9.06	8.34
Naval Reserve	36.0	12.66	12.85	14.62
Marine Corps Reserve	30.0	12.12	8.09	9.6
Air National Guard	12.0	5.3	4.32	4.62
Air Force Reserve	18.0	8.24	5.71	5.82
DOD	NA	9.25	8.33	7.82

Source - Defense Manpower Data Center. Chart provides attrition data for FY 2006 as compared with FY 2006 ceilings. (FY 2000 may be considered a base year, not affected by mobilizations associated with OEF/OIF)

Detailed information on specific recruiting data can be obtained by contacting the individual military recruiting commands at (502) 626-0164 for Army, (210) 565-4678 for Air Force, (703) 784-9454 for Marine Corps and (901) 874-9049 for Navy. The reserve components can be reached at the following numbers: National Guard Bureau (703) 607-2586; Army Reserve (404) 464-8490; Air Force Reserve (703) 697-1761; Navy Reserve (504) 678-6055; and Marine Corps Reserve (504) 678-6535.

-END-

April 10, 2006

**THE UNDER SECRETARY OF DEFENSE
(PERSONNEL AND READINESS)**

NOTE FOR: SECRETARY OF DEFENSE

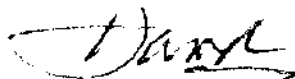
SUBJECT: March Recruiting and Retention

3/12/06

All the Services met or exceeded their Active Duty Recruiting Goals for March. At the half way point for FY06, all Services have achieved 100% of their year to date goals.

For the Reserve Forces, four of the six met the March recruiting goals with only the Army Reserve (89%) and Navy Reserve (87%) falling short of their monthly goal.

The Navy Reserve is **now** at 85% for the year. Tom Hall will meet with Secretary Winter to review his plans for Navy Reserve recruiting and end strength.



David S. C. Chu

Attachment

OSD 05727-06

11-L-0559/OSD/57056

IMMEDIATE RELEASE

April 10, 2006

(703)697-5131(media)
(703)428-0711(public/industry)

DOD ANNOUNCES RECRUITING AND RETENTION NUMBERS FOR MARCH

The Department of Defense announced today its recruiting and retention statistics for the Active and Reserve components for the month of March.

- **Active Duty Recruiting.** All Services exceeded their recruiting goals in March.

March 2006	Accessions	Goal	Percent
Army	5,396	5,200	104
Navy	2,828	2,822	100
Marine Corps	1,688	1,647	102
Air Force	3,164	3,146	100

- **Active Duty Retention.** The Army enjoys excellent reenlistment rates. To date, the Army has reenlisted 39,918 soldiers toward a year-to-date mission of 34,668 (115%). Navy, Marine Corps and Air Force continue to enjoy excellent reenlistment rates, meeting or exceeding all objectives. Although a challenging year, we are predicting that all the Services will meet reenlistment goals for FY06.

INTERNET AVAILABILITY: This document is available on DefenseLINK, a World Wide Web Server on the Internet, at: <http://www.defenselink.mil>

11-L-0559/OSD/57057

March 2006	Accessions	Goal	Percent
Army National Guard	6,651	6,540	102
Army Reserve	2,261	2,534	89
Navy Reserve	757	870	87
Marine Corps Reserve	457	375	122
Air National Guard	834	834	100
(Force Reserve	722	616	117

- **Reserve Attrition.** Losses in all Reserve components are within acceptable limits. Enlisted attrition through February FY 2006 is generally lower than the same period reported last year and in the base year of FY 2000. We expect March 2006 to continue at these low levels. (Note: This indicator lags by one month.)

Fiscal Year 2000-2006 Enlisted Attrition YTD	FY 2006 Target (Ceiling)	FY 2000 YTD FEB 00	FY 2005 YTD FEB 05	FY 2006 YTD FEB 06
Army National Guard	19.5	8.44	8.77	7.39
Army Reserve	28.6	11.3	9.06	8.34
Naval Reserve	36.0	12.66	12.85	14.62
Marine Corps Reserve	30.0	12.12	8.09	9.6
Air National Guard	12.0	5.3	4.32	4.62
Air Force Reserve	18.0	8.24	5.71	5.82
DOD	NA	9.25	8.33	7.82

Source – Defense Manpower Data Center. Chart provides attrition data for FY 2006 as compared with FY 2006 ceilings. (FY 2000 may be considered a base year, not affected by mobilizations associated with OEF/OIF)

Detailed information on specific recruiting data can be obtained by contacting the individual military recruiting commands at (502) 626-0164 for Army, (210) 565-4678 for Air Force, (703) 784-9454 for Marine Corps and (901) 874-9049 for Navy. The reserve components can be reached at the following numbers: National Guard Bureau (703) 607-2586 Army Reserve (404) 464-8490; Air Force Reserve (703) 697-1761; Navy Reserve (504) 678-6055; and Marine Corps Reserve (504) 6786535.

-END-



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

INFO MEMO

CM-0248-06
11 April 2006

FOR SECRETARY OF DEFENSE

FROM: General Peter Pace, CJCS *VR/X 11 Apr 06*

SUBJECT: The Term "Psychological Operations" (SF 020206-03)

In response to your issue (TAB A), USSOCOM will host a working group 19-20 April to develop a recommendation regarding the term "psychological operations" (PSYOP). As you directed (TAB B), USSOCOM will submit the results of this working group to the Strategic Communication Roadmap for implementation.

- Joint Publication 1-02 defines PSYOP as "planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives."

COORDINATION: TAB C

Attachments:
As stated

Prepared By: Lieutenant General J. T. Conway, USMC; Director, J-3 (b)(6)

OSD 05849-06

FOR OFFICIAL USE ONLY
11-L-0559/OSD/57059

TAB A

~~FOUO~~

February 02, 2006

TO: Eric Edelman

CC: Gen Pete Paca
Steve Cambone
Larry Di Rita

FROM: Donald Rumsfeld

PA.

SUBJECT The term "Psychological Operations"

Why do we even use the term "Psychological Operations" anymore?

There ~~must~~ be very ~~few~~ areas of activity where that term actually adds value in the world we live in today.

Please come back to me with a proposal to rethink the matter.

Thanks.

DHR:m
020206-01

.....
Please Respond By 02/28/06

~~FOUO~~

B-25
1/1

Tab A

11-L-0559/OSD/57060

05D04442-06

3/20 ✓
1230

TAB B
~~FOR OFFICIAL USE ONLY~~

SECRET

ACTION MEMO

776 001 20 01 0 45 DSD _____

2/18
3/21

FOR SECRETARY OF DEFENSE

FROM: Eric S. Edelman, Under Secretary of Defense for Policy

MAR 17 2006

SUBJECT: The Term "Psychological Operations"

- You **asked** why we continue to use the term "psychological operations" (PSYOPS) (note next under).
- Although PSYOPS are considered legitimate military operations, there are perceptual problems with the term and its interpreted definition -- particularly amongst foreign audiences when a benign operation involving PSYOP assets or techniques is perceived as something more nefarious.
- This issue warrants **further** study. I recommend ~~that~~ *this* be addressed in the Strategic Communications roadmap, which is being led by Larry Di Rita and Lt Gen Gene Renuart (J-5).

RECOMMENDATION: That Larry Di Rita address ~~this~~ issue in the Strategic Communications roadmap.

Approve

R

1 2006

Disapprove _____

Other _____

COORDINATION: Tab **1**

Attachment:

As stated

Tab B

Prepared by: Mr. Thomas A. Timmes, OASD (SO/LIC) SOCT, (b)(6)

OSD 04442-06

MA SD		SMA DSD	
TSA SD		SA DSD	
EXERCISE			

11-L-0559/OSD/57061



* 0 6 / * 0 0 1 4 1 5 - E S

UNCLASSIFIED

TAB C

COORDINATION

ASD(SOLIC)	COL Giusti	17 February 2006
USSOCOM	COL Davis	17 February 2006
ASD(PA)	Mr. Di Rita	30 March 2006

Tab C

UNCLASSIFIED
11-L-0559/OSD/57062

TAB A
~~FOUO~~

CJCS

500.5

February 15, 2006

TO: GEN John Abizaid
GEN Doug Brown

CC: Gen Pete Pace

FROM Donald Rumsfeld

SUBJECT Long War Metrics

DIS -

We should come up
with our own response.

17 Feb

I would be interested in each of you, separately, sending me a list of 5-10 metrics
that you think should be changed in order to fight and win the Long War.

Thanks

DHR:bp
021306-18

Please Respond By March 23, 2006

~~FOUO~~

Tab A

2
FEB
2006

090 05851-06

11-L-0559/OSD/57063

April 11, 2006

TO Vice President Richard B. Cheney

FROM: Donald Rumsfeld *DR*

SUBJECT: Grady White

335 SD

The Grady White motorboat is back at **our** slip.

If you are going to be there next weekend or the one after, you might want to call
(b)(6) and make arrangements for him to check
you out.

I don't know what he charges per hour, but it is not unreasonable.

The boat is almost always available.

DHR:dh
04/106-02

.....

11 APR 06

OSD 05878-06

11-L-0559/OSD/57064

FOUO

April 10, 2006

335SD

TO: Mary Claire Murphy

FROM: Donald Rumsfeld *M*

SUBJECT: Letter for Mrs. Lerner

Please draft a letter to Mrs. Alfred Lerner (Mrs. Lerner was involved in Friday's Marine Corps Law Enforcement Foundation Dinner in NYC on Friday).

Thanks.

Attach Read Ahead for ~~Marine~~ Corps Law Enforcement Foundation Dinner

DHR:ss
041006-12

.....

Please Respond By 04/12/06

10 APR 06

OSD 05940-06

FOUO

11-L-0559/OSD/57065

Mrs. Alfred Lerner
The Lerner Foundation

(b)(6)

Dear Mrs. Lerner,

It was a pleasure to attend the Marine Corps Law Enforcement Foundation Annual Gala last Friday. The Foundation does such important work for the families of service members and law enforcement officers, and I was delighted to be there.

I also want to thank you for presenting me with the 2006 Globe and Anchor Award. Throughout your lives, you and your husband set fine examples through your service and philanthropy. It was an honor to receive this award in Mr. Lerner's memory.

I appreciate your continued work on behalf of those who keep our nation safe, and wish you all the best.

Sincerely,

A handwritten signature in black ink, appearing to be 'OK' or a similar stylized mark.

Mrs. Alfred Lerner
The Lerner Foundation

(b)(6)

Dear Mrs. Lerner,

It was a pleasure to attend the Marine Corps Law Enforcement Foundation Annual Gala last Friday. The Foundation does such important work for the families of service members and law enforcement officers, and I was delighted to be there.

Also

I want to thank you for presenting me with the 2006 Globe and Anchor Award. Throughout your lives, you and your husband set fine examples through your service and philanthropy. It was an honor to receive this award in ~~the~~ *Mr. Lerner's* memory.

I appreciate your continued work on behalf of those who keep our nation safe, and wish you all the best.

Sincerely,

- per attached snowflake
to MCM
- relevant head ahead attached
The
CSL 4/11

**READ AHEAD FOR SECRETARY RUMSFELD:
MARINE CORPS LAW ENFORCEMENT FOUNDATION ANNUAL GALA DINNER**

Date/Time: Friday, April 7, 2006, 6:30 – 8:15 P.M.

Location: Waldorf-Astoria Hotel
301 Park Avenue
New York, **NY** 10022

Background:

The Marine Corps Law Enforcement Foundation (MC-LEF) was founded in 1995 to award educational scholarship bonds for children of all military branches and various Federal law enforcement agencies who have lost either or both parents in the line of duty or through national crises such as 9/11 and the current conflict in Iraq and Afghanistan. The Foundation also includes children of coalition partners.

More than \$24 billion in aid has been distributed since its foundation.

[MC-LEF is awarding you the "Globe and Anchor Award." The award is the Foundation's highest award and has been presented for a number of years to an individual who demonstrates the highest dedication and support of the **US** military and their families. (See TAB A)

Audience: ~ 600 people are expected including senior leadership of the Marine Corps and other senior members of the military, current and former members of federal law enforcement, distinguished business guests from **Wall Street**, the defense industry and many former Marines. In addition, 5 recipients of the Medal of Honor will be in attendance. (See TAB B for VIP lists)

Format: *You* will make remarks at a podium with a fixed microphone.

Attire: Black Tie

Table Guests: *Also* seated at your table will be:
Mr. Jim Kallstrom, Chairman and Founder, MC-LEF
General and Mrs. Peter Pace
Mr. and Mrs. Alan Gerry (wife Sandra), the founder of Cablevision
Mr. Rush Limbaugh and guest, Monica Crowley **137.**
Mr. and Mrs. Ray Kelly (wife Veronica), NY Police Commissioner

Media: The Annual gala is **CLOSED** to the press but will be video taped for historical purposes.

Transcript: Your remarks will be taped and transcribed by OSD-PA and available for you on Tuesday, April 11.

CONTINUED

11-L-0559/OSD/57068

4/6
2pm

Timeline:

5:30 P.M. Arrive Waldorf Astoria/Move to hold room

6:15 – 7:15 P.M. Private Reception for Honorees
Met by: Mr. Jim Kallstrom, Chairman and Founder, MCLEF
Secretary and Mrs. Rumsfeld, Mr. & Mrs. Mack, Mr. & Mrs. Ansari

7:00 – 7:20 P.M. Doors Open - Honorees and escorts move to staging area
Secretary Rumsfeld escorted by Jim Kallstrom
Mrs. Rumsfeld will be escorted by a Marine

7:20 – 7:25 P.M. Marine Corps ~~Drum~~ & Bugle Corps enter and take stage

7:25 – 7:30 P.M. Welcome- Mr. Richard P. Torkian, Sr., Vice-chairman, MCLEF

7:30 – 7:35 P.M. Introduction of Guests of Honor with escorts

7:35 – 7:40 P.M. Honors to the Secretary of Defense and Presentation of Colors

7:40 – 7:43 P.M. National Anthem

7:43 – 7:45 P.M. Invocation - Reverend Richard T. McCue

7:45 – 7:46 P.M. Video Introduction by Mr. James K. Kallstrom, Chairman, MC-LEF

7:46 – 7:51 P.M. Video Presentation

7:51 – 7:56 P.M. [REDACTED]

7:51 – 7:52 Jim Kallstrom asks Mrs. Lerner, General Pace and Sec. Rumsfeld to
[REDACTED]

7:52 [REDACTED]

7:53 General Pace speaks and [REDACTED] Rumsfeld

7:56-7:57 Presentation of award and photos

7:57 - 8:07 P.M. **SECDEF REMARKS (- 10 minutes)**

8:07 – 8:15 P.M. Farewells as appropriate
NOTE: Following your departure dinner will be served and additional awards
will be presented.

Attachments:

TAB A Background on Globe and Anchor Award and Captain Alfred Lerner
TAB B: VIP Attendees and Marine Corps Leadership and other honorees

The Globe and Anchor Award

The Eagle, Globe and Anchor is the symbol of the United States Marine Corps. It represents the fact that Marines have defended the freedoms of the United States around the **Globe** and that the Marines are a seagoing service (the **Anchor**) historically delivered to trouble spots and great historic battles (like Iwo Jima) by the Navy. The **Eagle** represents the might, courage and ethos of the United States Marine Corps. The Eagle, Globe and Anchor is recognized and respected worldwide; its history dates back to the entire history of the United States.

[REDACTED] has been presented for a number of years. The last three recipients were:

- 2003 Congressman Bill Young for his decades of dedication to military personnel and their families
- 2004 Senator John Warner for his many decades of service to military issues and to the United States Marine Corps in particular
- 2005 Vice President Richard B. Cheney for his decades of leadership, his powerful moral compass, his selfless service, his dedication to the principles of our democracy and for his constant and strong support of our military and military families

[REDACTED] Mr. Lerner died of brain cancer late in 2002. Mr. Lerner was the Chairman of MBNA Corporation, the owner of the Cleveland Browns Football team, a Director and major contributor to the Marine Corps-Law Enforcement Foundation and a beloved friend to its Chairman, James Kallstrom and all the Directors, Officers and Members of the Foundation.

Mr. Lerner grew up in Brooklyn, New York, in the back room of a candy store operated by his parents. [REDACTED] He worked his way through Columbia University and became one of the most successful businessmen in the United States. He was a true patriot, mentor and hero to thousands of kids he helped over the years through his and his family's huge hearts and generosity. He was truly a "man of all seasons." He received the "Horatio Alger Award" in 1999 as his life story embodied the spirit of that award. Attending the Gala will be his [REDACTED] in their efforts and [REDACTED] Also in attendance will be his son [REDACTED] (owner of the Cleveland Browns) and several of his grandchildren.

Mr. Lerner was a big supporter of both Bush Administrations and was a member of the President's Foreign Intelligence Advisory Board (PFIAB) at the time of his death.

MCLEF GALA VIP ATTENDEES

Hon. Patrick Leahy	Senator, Vermont
Hon. Pete Wilson	Former Governor, California
Mr. Richard Greco	Assistant Secretary of the Navy
Raymond W. Kelly	Police Commissioner, City of New York
Mr. John Mack	Chairman & CEO, Morgan Stanley
Mr. Michael Ansari*	Chairman & CEO, MIC Industries
Mr. Roger Ailes	Chairman & CEO, Fox News Network
Mr. Dennis Swanson	President, Station Operations, FOX Television Stations Group
Mr. Rush Limbaugh	Excellence in Broadcasting

*Mr. Ansari was bestowed the title of Honorary Marine on Dec 2, 2005 for his long standing and unwavering support of the Marine Corps and Marines by the Commandant of the Marine Corps, Gen. Michael W. Hagee.

MARINE CORPS LEADERSHIP

Gen. Peter Pace USMC	Chairman, Joint Chiefs of Staff
Gen. James L. Jones USMC	32 nd CMC, SACEUR
Gen. Michael W. Hagee USMC	33 rd Commandant of the Marine Corps
Gen. Robert Magnus	Asst. Commandant of the Marine Corps
Gen. Alfred M. Gray USMC (ret)	29 th CMC
Gen. William L. "Spider" Nyland USMC (ret)	31 st CMC
Lt. Gen. Jan Huly USMC	
Lt. Gen. William M. Keys USMC (ret)	
Lt. Gen. Fred McCorkle USMC (ret)	
BGen John F. Kelly USMC	
BGen Robert Schmidle USMC	
BGen Mary Ann Kusa-Dossin USMC	
Sgt Maj John L. Estrada USMC	15 th Sgt Maj of the Marine Corps
Sgt Maj Alford J. McMichael USMC	NATO, 14 th Sgt Maj of the Marine Corps

OTHER HONOREES

Mr. John Mack	Chairman & CEO, Morgan Stanley
Mr. Michael Ansari*	Chairman & CEO, MIC Industries



THE SECRETARY OF DEFENSE
WASHINGTON

APR 12 2006

335 SD

Mrs. Alfred Lerner
The Lerner Foundation

(b)(6)

Dear Mrs. Lerner,

It was a pleasure to attend the Marine Corps Law Enforcement Foundation Annual Gala last Friday. The Foundation does such important work for the families of service members and law enforcement officers, and I was delighted to be there.

I also want to thank you for presenting me with the 2006 Globe and Anchor Award. Throughout your lives, you and your husband set fine examples through your service and philanthropy. It was an honor to receive this award in Mr. Lerner's memory.

I appreciate your continued work on behalf of those who keep our nation safe, and wish you all the best.

Sincerely,

12 APR 06

10 APR 06

OSD 05940-06

11-L-0559/OSD/57072

FOUO

APR 11 2006 18:37

*Col
Castelli*

April 11, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld *DR*

SUBJECT: Percy Bamevik Material to Paula Dobriansky

Please send the material you have on Percy Bamevik to Paula Dobriansky. Let her know that Joyce and I would like her to be aware of Percy and what he has done in India, what he is doing in South Africa and what he is thinking about doing in Afghanistan.

Thanks.

OSD 05957-06

DHR dh
041106-01

Please Respond By 04/20/06

11-L-0559/OSD/57073

FOUO

1937

*Cal
Castelli*

April 11, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld

DR

SUBJECT Percy Bamevik Material to Paula Dobriansky

Please send the material you have on Percy Bamevik to Paula Dobriansky. Let her know that Joyce and I would like her to be **aware** of Percy and what he ~~has~~ done in India, what he is doing in South Africa **and** what he is *thinking* about doing in Afghanistan.

Thanks.

OSD 05957-06

DHR:dh
041106-01

.....
Please Respond By 04/20/06

MR. SECRETARY,

I SPOKE TO PAULA DOBRIANSKY AND
PASSED YOUR MESSAGE. WE ARE PROVIDING
HER WITH THE PERCY BAMEVIK MATERIALS.
SHE SAID SHE WOULD REACH OUT TO PERCY
TO FOLLOW-UP.

Eric Edelman

APR 12 2006

FOUO

OSD 05957-06

06/004576

11-L-0559/OSD/57074

~~FOUO~~

3:57

March 29, 2006

TO: David Chu
C C Bill Winkenwerder
FROM Donald Rumsfeld
SUBJECT: Equipment Purchased by Services

I am told the ~~Services~~ are buying different kinds of equipment, **which is going to** make it that much more difficult and expensive to get it all on ~~these~~ computerized systems. Please look into it. I cannot imagine why we can't get our services to work together.

Please come back to me with a proposal, ~~so~~ we can make them joint, whether there is any willingness to or not. We will ~~just~~ find a way to do it, and everyone will benefit.

Thanks.

DRC:m
032906-17

Please Respond By 04/27/06

~~FOUO~~

OSD 05966-06

11-L-0559/OSD/57075



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

57

HEALTH AFFAIRS

INFO MEMO

APR 11 2006

FOR SECRETARY OF DEFENSE

FROM: William Winkenwerder, Jr., M.D., ASD (Health Affairs)

SUBJECT: Equipment Purchased by Services

- You asked me to look into equipment purchased by the Military Services. (TAB A)
- The Services and Department of Veterans Affairs use the Defense Supply Center Philadelphia to purchase medical equipment using pre-negotiated contracts.
- Joint working groups establish standards and specifications for inclusion in these contracts. This is a well-established and successful program, promoting interoperability and cost savings. I have pressed for improvements in this area, and we have had some success. However, we can do more.
- A primary factor, hindering interoperability with IT software and equipment is variation in network security policies, firewalls, and requirements mandated by the Services. These variations are burdensome and costly when deploying enterprise medical information systems and require a standard set of rules across all the Services.
- I have directed the Military Health System Chief Information Officer to work with the Service Medical Chief Information Officers and Military Department counterparts, and the Office of the Assistant Secretary of Defense for Networks and Information Integration to address this and develop a strategy for resolution. I will let you know the outcome.

COORDINATION: USD (P&R)

Attachment:
As stated

Prepared by: Ms. Lois Kellett, OASD (HA), (b)(6) DOCS Open 104349,
104541

OSD 05966-06

11-L-0559/OSD/57076

~~FOUO~~

2.58
March 29, 2006

TO: David Chu
CC: Bill Winkenwerder
FROM: Donald Rumsfeld
SUBJECT: Equipment Purchased by Services

I am told the Services are buying different kinds of equipment, which is going to make it that much more difficult and expensive to get it all on these computerized systems. Please look into it. I cannot imagine why we can't get our services to work together.

Please come back to me with a proposal, so we can make them joint, whether there is any willingness to or not. We will just find a way to do it, and everyone will benefit.

Thanks.

DJR:rs
032906-17

Please Respond By 04/27/06

~~FOUO~~

OSD 05966-06

11-L-0559/OSD/57077

~~FOUO~~

3-06

March 29, 2006

TO: Fran Harvey
Donald Winter
Michael Wynne

CC: Gordon England
Gen Pete Pace
David Chu
GEN Pete Schoomaker
ADM Mike Mullen
Gen Mike Moseley

FROM: Donald Rumsfeld *DR*

SUBJECT: 3-Star Billets

In reviewing the world-wide allocation of all our 3-star billets, it is increasingly clear that we will need several more 3-star slots freed up to support important joint warfighter positions in the Global War on Terrorism. I'd like each of the three large Services to propose one 3-star billet from their Service positions for that purpose.

VADM Stager Holcomb will work with David Chu and each of you individually to identify the particular Service position that will be downgraded to 1-star to provide the 3-star slot. I recognize that the new billets will likely be available at different times, but at least one will be needed by summer.

Thanks

DWR:aa
032906-16

Please Respond By 04/27/06

~~FOUO~~

11-L-0559/OSD/57078

OSD 116007-06

~~FOUO~~

MAY 01 2006

TO: VADM (Ret) Staser Holcomb
CC: Gen Pete Pace
FROM: Donald Rumsfeld *DA*
SUBJECT 3-Star Billets for GWOT

Here are the answers from the Services on downgrading their respective Service 3-star billets to support GWOT needs.

Please let me know where you think we should "spend the three billets at our next personnel meeting.

Thanks.

Attach. memos from SecArmy, SecNav, SecAF; SF #032906-16

DHR:db
042806-14

.....



5/1/2006 4:35:07 PM

~~FOUO~~

11-L-0559/OSD/57079

20 (344)

1 MAY 06

29 MAR 06

~~FOUO~~

March 29, 2006

TO : Fran Harvey
Donald Winter
Michael Wynne

CC: Gordon England
Gen Pete Pace
David Chu
GEN Pete Schoomaker
ADM Mike Mullen
Gen Mike Moseley

FROM: Donald Rumsfeld

D.R.

SUBJECT 3-Star Billets

In reviewing the world-wide allocation of all our 3-star billets, it is increasingly clear that we will need several more 3-star slots freed up to support important joint warfighter positions in the Global War on Terrorism. I'd like each of the three large Services to propose one 3-star billet from their Service positions for that purpose.

VADM Staser Holcomb will work with David Chu and each of you individually to identify the particular Service position that will be downgraded to 2-star to provide the 3-star slot. I recognize that the new billets will likely be available at different times, but at least one will be needed by summer.

Thanks.

DHR:s
032906-16

.....
Please Respond By 04/27/06

OSD 4/28
SNOWFLAKE RESPONSE ATTACHED

APR 28 2006

~~FOUO~~

OSD 06007-06



5/1/2006 4:35:26 PM

11-L-0559/OSD/57080

7/14
1156



SECRETARY OF THE AIR FORCE
WASHINGTON
INFO MEMO

201
4/28

13 APR 2006 13:46

Robert ~~FRASER~~ SECRETARY OF DEFENSE

13 APR 2006

FROM: Michael W. Wynne, Secretary of the Air Force

SUBJECT: 3-Star Billets

- Reference your memo (Tab A), dated March 29, 2006, which discusses the world-wide allocation of all 3-star billets and the requirement to free up several more 3-star slots to support important joint warfighter positions in the Global War on Terrorism.
- You requested each of the three large Services to propose one 3-star billet from their Service positions for the purpose of further supporting the Global War on Terrorism.
- You recently selected Lieutenant General William M. Fraser III to fill the next rotation of the Assistant to the Chairman, Joint Chiefs of Staff.
- Upon his confirmation and reassignment as the Assistant to the Chairman, Joint Chiefs of Staff, it is the Air Force's intent to backfill his current position of Vice Commander, Air Combat Command, currently a position of importance and responsibility authorized to carry 3-star headspace, with a major general.
- This billet downgrade to a 2-star provides the 3-star slot you requested.

COORDINATION: None

Attachment:
As stated

Prepared by: RICK BENNETT, AF/DPG, DSN (b)(6)

MA SD	4/28	SMA DSD	
TSA SD	4/17	SA DSD	
EXEC SEC	4/14	4/14	4/18
ESR MA	4/14	STP DIR	

11-L-0559/OSD/57081

OSD 06007-06



SECRETARY OF THE ARMY
WASHINGTON

4/28

INFO MEMO

26-04-2006 A09:39

FOR: SECRETARY OF DEFENSE

4/26
Robert Rangel

FROM: Francis J. Harvey

SUBJECT: Three-Star Billets

- This responds to the Secretary of Defense's Snowflake dated March 29, 2006, subject as above (Tab A).
- The 3-star billet that the Army can downgrade to support joint warfighter positions is the Deputy Commander, Allied Land Component Command-North billet. The headspace from this billet would be available in the summer of 2007. The Army will coordinate, through The Joint Staff, with NATO to potentially down-grade this Army-specific billet to 2-star, thus freeing up an **Army** 3-star headspace.

COORDINATION: NONE

Attachments:

As stated

Prepared By: Mr. Bill Atkinson (b)(6)

MA SD	4/28	SMA DSD	
TSA SD	4/26	SA DSD	
EXEC SEC	4/26	ISIS	
ESR MA	4/26	STP DIR	

11-L-0559/OSD/57082

OSD 06007-06



4/26/2006 10:53:06 AM

4/27
0930 ✓



THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

4/28

26 April 2006

MEMORANDUM FOR SECRETARY OF DEFENSE

122 →
Robert Rangel
4/27

Subj: 3 STAR BILLETS

You asked that I propose a Navy 3-star billet to be made available to support important joint warfighter positions in the Global War on Terrorism. After a careful review of all Navy 3-star billets, the Chief of Naval Operations and I propose downgrading the position of Commander, Naval Education and Training Command/Deputy Chief of Naval Personnel to a 2-star position for this purpose.

The officer currently serving as Commander, Naval Education and Training Command/Deputy Chief of Naval Personnel will not have three years time-in-grade until January 1, 2008. If a one-year time-in-grade waiver is granted, that officer would be eligible to retire, and the 3-star billet would therefore be available, on January 1, 2007.

Donald C. Winter

copy to:
DEPSECDEF
CJCS
USD (P&R)
CNO

MA SD	4/27	SMA DSD	
TSA SD	4/27	SA DSD	
EXEC SEC	4/27	0910	1830
ESR MA	4/27	STF DIR	

11-L-0559/OSD/57083

OSD 06007-06



4/26/2006 3:05:05 PM



SECRETARY OF THE AIR FORCE
WASHINGTON

INFO MEMO

2:46

FOR: SECRETARY OF DEFENSE

FROM: Michael W. Wynne, Secretary of the Air Force

13 APR 2006

SUBJECT: 3-Star Billets

- Reference your memo (Tab A), dated March 29, 2006, which discusses the world-wide allocation of all 3-star billets and the requirement to free up several more 3-star slots to support important joint warfighter positions in the Global War on Terrorism.
- You requested each of the three large Services to propose one 3-star billet from their Service positions for the purpose of further supporting the Global War on Terrorism.
- You recently selected Lieutenant General William M. Fraser III to fill the next rotation of the Assistant to the Chairman, Joint Chiefs of Staff.
- Upon his confirmation and reassignment as the Assistant to the Chairman, Joint Chiefs of Staff, it is the Air Force's intent to backfill his current position of Vice Commander, Air Combat Command, currently a position of importance and responsibility authorized to carry 3-star headspace, with a major general.
- This billet downgrade to a 2-star provides the 3-star slot you requested.

COORDINATION: None

Attachment:
As stated

Prepared by: RICK BENNETT, AF/DPG, DSN (b)(6)

11-L-0559/OSD/57084

OSD 06007-06



SECRETARY OF THE ARMY
WASHINGTON

INFO MEMO

26-04-2006 A09:39

FOR SECRETARY OF DEFENSE

FROM: Francis J. Harvey *F. Harvey*

SUBJECT: Three-Star Billets

- This responds to the Secretary of Defense's Snowflake dated March 29, 2006, subject as above (Tab A).
- The 3-star billet that the Army can downgrade to support joint warfighter positions is the Deputy Commander, Allied Land Component Command-North billet. The headspace from this billet would be available in the summer of 2007. The Army will coordinate, through The Joint Staff, with NATO to potentially down-grade this Army-specific billet to 2-star, thus freeing up an Army 3-star headspace.

COORDINATION: NONE

Attachments:
As stated

Prepared By: Mr. Bill Atkinson, (b)(6)

11-L-0559/OSD/57085

OSD 06007-06



4/26/2006 10:53:23 AM

Tab A

~~FOUO~~

March 29, 2006

TO: Fran Harvey
Donald Winter
Michael Wynne

CC: Gordon England
Gen Pete Pace
David Chu
GEN Pete Schoomaker
ADM Mike Mullen
Gen Mike Moseley

FROM: Donald Rumsfeld *D.A.*

SUBJECT: 3-Star Billets

In reviewing the world-wide allocation of all our 3-star billets, it is increasingly clear that we will need several more 3-star slots freed up to support important joint warfighter positions in the Global War on Terrorism. I'd like each of the three large Services to propose one 3-star billet from their Service positions for that purpose.

VADM Staser Holcomb will work with David Chu and each of you individually to identify the particular Service position that will be downgraded to 2-star to provide the 3-star slot. I recognize that the new billets will likely be available at different times, but at least one will be needed by summer.

Thanks.

DIRss
032906-16

.....

Please Respond By 04/27/06

~~FOUO~~

11-L-0559/OSD/57087



THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

26 April 2006

MEMORANDUM FOR SECRETARY OF DEFENSE

Subj: 3-STAR BILLETS

You asked that I propose a Navy 3-star billet to be made available to support important joint warfighter positions in the Global War on Terrorism. After a careful review of all Navy 3-star billets, the Chief of Naval Operations and I propose downgrading the position of Commander, Naval Education and Training Command/Deputy Chief of Naval Personnel to a 2-star position for this purpose.

The officer currently serving as Commander, Naval Education and Training Command/Deputy Chief of Naval Personnel will not have three years time-in-grade until January 1, 2008. If a one-year time-in-grade waiver is granted, that officer would be eligible to retire, and the 3-star billet would therefore be available, on January 1, 2007.

Donald C. Winter

copy to:
DEPSECDEF
CJCS
USD (P&R)
CNO

11-L-0559/OSD/57088



4/26/2006 3:05:05 PM

~~FOUO~~

11 3:46

March 29, 2006

TO: Fran Harvey
Donald Winter
Michael Wynne

CC: Gordon England
Gen Pete Pace
David Chu
GEN Pete Schoomaker
ADM Mike Mullen
Gen Mike Monroney

FROM: Donald Rumsfeld *DR*

SUBJECT: 3-Star Billets

In reviewing the world-wide allocation of all our 3-star billets, it is increasingly clear that we will need several more 3-star slots freed up to support important joint warfighter positions in the Global War on Terrorism. I'd like each of the three large Services to propose one 3-star billet from their Service positions for that purpose.

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Thanks

DN:EM
012904-16

Please Respond By 04/27/06

~~FOUO~~

OSD 06007-06

11-L-0559/OSD/57089

~~FOUO~~

March 20, 2006

TO: Eric Edelman

032006-27

CC: Gen Pete Pace

FROM: Donald Rumsfeld

D.A.

SUBJECT: NATO Response Force

We need to sort through what ~~we want~~ to do about the NATO Response Force to make it work.

Thanks

DHR dh
032006-27

.....
Please Respond By 04/13/06

~~FOUO~~

11-L-0559/OSD/57090

OSD 06037-06

APR 13

2006 APR 13 12:05

DSD
USDP *EL*

ACTION MEMO

APR 13

I-06/003522/032006-06

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) *PR* APR 13 2006

SUBJECT: Decision to Attend North American Forum

- You asked about the North American Forum in Banff, Alberta, Canada in September 2006. If your schedule permits, we think you should attend.
 - This forum has quickly emerged as the premier vehicle for "offline" discussions among senior government and non-government leaders of the U.S., Mexico, and Canada (similar to Wehrkunde).
 - Roger Pardo-Maurer and Bill Schneider represented you at the planning session for this conference on 30 March (in which former Secretaries George Shultz and William Perry actively participated).
- The planning session recommended placing security cooperation -- and in particular, cooperation in maritime security -- at the top of the agenda for Banff.
 - Maritime domain awareness and security is where we have the best immediate opportunities to strengthen DoD's ties with Mexico.
 - It is also an opportunity to draw out the Canadians on defense.
- The Banff forum also would give you an opportunity to advance other key issues: enhanced intelligence and information sharing with Mexico; Canada's expanded role in Afghanistan; Canadian and Mexican support for Central America, the Caribbean, and Colombia; a common North American strategic picture; and trilateral and bilateral consequence management cooperation.
- PDUSD(P) Henry plans to attend and do a QDR Outreach brief on Building Partnership Capacity and Security Cooperation.

RECOMMENDATION: Attend *a portion of* the North American Forum on 12-13 September 2006.

Approve _____ Disapprove _____ Other _____

COORDINATION: Tab A

Prepared by: Lori Durham, OUSD(P)/ISA/WHA (b)(6)

11-L-0559/OSD/57091

OSD 06056-06

092.3

13 APR 06

20 Mar 06

~~FOUO~~

2006-03-20 12:06

March 20, 2006

032006-06

TO Peter Rodman
CC: Eric Edelman
FROM Donald Rumsfeld *DR*
SUBJECT ~~Decision~~ to Attend North American Forum

Please *take* a look at this memo from Bill ~~Schneider~~. Let me know if you think the North American Forum in Banff, Alberta, ~~Canada~~ in September is *something* I ought to try to attend and that we ought to try to push. Any thoughts?

Thanks.

1/24/06 Schneider memo

DHR:dh
032006-06

.....
Please Respond By April 13, 2006

~~FOUO~~

OSD 06056-06

3

alt
3/20

William Schneider, Jr.
24 January 2006

MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Background information for your 27 January 06 meeting with George Shultz.

1. Secretary Shultz requested that I update you on a project we have been working on prior to your meeting. The project is known as the North American Forum (NAF). Shultz serves as the America convener (along with former Alberta Premier, Peter Lougheed, and former Mexican Minister of Finance, Pedro Aspe). The project was developed in response to the need to improve hemispheric security cooperation following 9/11. The NAF is intended to bring together government officials and non-government specialists together in a "Wehrkunde-like" informal and privately organized setting to address hemispheric security questions. The conference has been strongly supported in both Mexico and Canada.
2. The first meeting was held in Sonoma, CA on 19-21 October 2005. The meeting was well attended by senior sub-cabinet officials in Mexico and Canada, but as scheduling conflicts precluded US cabinet-level participation, none was forthcoming from either Mexico or Canada. The US government representation was limited to an Assistant Secretary of State (American Regional Affairs) and a DoD Deputy Assistant Secretary (Latin America). The limited USG participation disappointed the Canadian and Mexican participants.
3. The NAF provides a very constructive forum for a leadership exchange of views on hemispheric security without the limitations imposed on normal bilateral diplomatic contact. The emergence of a new government in Canada following this week's election provides a basis for optimism that US-Canada security ties can be considerably improved. The situation with Mexico is more fragile, but there remains a willingness to participate.
4. A second meeting has been proposed to take place on September 11-14, 2006 in Banf, Alberta. The meeting provides an opportunity to intensify regional security discussions if higher level USG participation can be arranged. The location and venue also offers an opportunity for an informal US-Canada-Mexico "summit" meeting if the national leadership of the three nations are so inclined. The new Canadian government leadership has expressed an intention to significantly improve their defense posture. An excerpt from the defense portion of the platform of the Conservative Party of Canada, the winner in the election and an essay on the election by David Frum is attached.
5. Secretary Shultz is likely to raise issues relating increasing USG support for the NAF and its aims - including high-level participation in the forthcoming NAF conference.

Stand up for Our Communities

LLNL

C Conservative

**Stand up for
Canada**

**Conservative Party of Canada
Federal Election Platform**

200

Conservative Party of Canada Federal Election Platform 2007

11-L-0559/OSD/57094

Stand up for Canada

Canada is a great nation, strong, glorious, and free. We have saved our people in world wars, fought to defend freedom. We have worked to unite and keep united a country with two official languages, two constitutions, vast geographical distances, and many cultures. We have expanded our production and ideas around the world and built a trading nation that is second to none in the world. But for all of our pride in our history, Canada is losing its place in the world and its unity as a nation. Will Canada really be able to defend our sovereignty? Will Canada stay united after a separatist Liberal government has tarnished the reputation of liberalism in Quebec? Can we maintain our standing as global traders when the federal government won't stand up for our national interests?

Open federalism - strengthening national unity

A Conservative government will restore pride in Canada. We will protect our national sovereignty and security, work to unite the country by respecting provincial and cultural differences, and stand up for our economic interests.

It is time for the federal government to establish a new relationship of open federalism with the provinces, while clarifying the roles of both levels of government within the division of powers of the Constitution.

The plan

A Conservative government will:

- Support the creation of provincial intergovernmental mechanisms to facilitate provincial trade, a series of federal-provincial trade agreements, and a federal-provincial trade office to monitor free trade in the Open Federalism. We will work with the provinces to ensure that in culture, environment, and trade, within the context of the Constitution. Specifically, we will:
 - Review the effectiveness of Quebec to play a role in UNBICO along the lines of its participation in the Free Trade Zone
 - Establish provincial participation in the development of the Canadian position in the negotiation of bilateral, multilateral, international, or global trade agreements where provincial jurisdiction is affected
 - Work with provincial provincial international trade offices to promote and develop trade opportunities
- Support the important contribution the Council of the Atlantic is making to strengthening interprovincial and international cooperation, especially the economic and social union in Canada, and advancing the development of economic standards and objectives of mutual recognition by all provinces.

Fiscal imbalance

In the last eight years, the federal government has annual revenues supplies. Meanwhile, many provinces have seen their revenues and have had to cut back on their services to the citizens, health, and other social programs. While some sectors and all have agreements with provinces have temporarily reduced the financial pressure, it is time for a comprehensive agreement.

Protecting and promoting official languages

The plan

A Conservative government will:

- Work with the provinces to address a long-term agreement to best model address the issue of fiscal imbalances in a permanent basis.
- Ensure that any new language program in areas of jurisdictional responsibility have the consent of the majority of provinces to proceed, and that provinces should be given the right to opt out of the federal program and compensation, as long as the province offers a similar program with similar responsibility structure.
- Work to address with the provinces government change in the regulations, funds, which would allow the appropriate annual revenue transfer to be made from the provinces to the federal government.

Canada's official languages constitute a unique social and economic advantage that benefits all Canadians. The federal government has a responsibility to encourage the protection and flourishing of both English and French throughout Canada.

The plan

A Conservative government will:

- Support the Official Languages Act, ensuring that English and French have equality of status, and equal rights and privileges to be used in all institutions of the Parliament and Government of Canada.
- Work with the provinces to address opportunities for Canadians to learn both official languages and to ensure the viability of minority language communities within the provinces.

Enshrining property rights in the Constitution

The 1980 Bill of Rights, introduced by the Right Honourable Jean G. Diefenbaker, codifies the protection of property rights on Canadian citizens. However, property rights are not enshrined in the Charter of Rights and Freedoms.

The plan

A Conservative government will:

- Propose an amendment to the Constitution to include the right to own property, as well as guarantee that no person shall be deprived of their real estate without the due process of law and full, just, and timely compensation.
- Enact legislation to ensure that full, just, and timely compensation will be paid to all persons who are deprived of personal or private property as a result of any federal government legislation, policy, program, regulation, or legislation.

A better democracy

Canada is a democracy, yet our democratic system has not kept pace with the needs of a changing society. Paul Martin used to call it "a democratic deficit," but his actions at Prime Minister have deepened it. A new Conservative government will be committed in significant democratic reform of our Parliamentary and electoral institutions.

The plan

- A Conservative government will:
 - Single reform of the Senate by creating a national process for choosing elected Senators from across provinces and territory.
 - Propose further reforms to make the Senate an effective, independent, and democratically elected body that equally represents all regions.
 - Remove representation by population for Ontario, Quebec, and Atlantic in the House of Commons while preserving the rest of our federal structure.
 - Banish the Senate from the BC and Quebec from requiring local elections every four years, except when a provincial election is called by the House (in which case an election would be held immediately, and the subsequent election would follow four years later).
 - Hold all votes in Parliament, except the budget and money estimates. This reform for stronger leadership of Parliament.
 - Increase the power of Parliament and parliamentary committees to make the spending decisions of departments and hold ministers to account.

Ensure fairness

In party nomination races

Quebecers have been worried about the nomination process in all parties. Liberal prime ministers have often unduly appointed Liberal candidates to run for office, leaving various ethnic and cultural groups feeling they have been discriminated against.

The plan

- A Conservative government will:
 - Ensure that party candidates are fairly and openly considered in a fair, transparent, and democratic manner.
 - Promote party leaders from open and competitive elections without the dominance of local electoral district associations.

Advancing Canadian values and interests on the world stage

Canada is justly proud of our values of freedom, justice, and compassion. For too often, Liberal foreign policy has compromised democratic principles to appease dictators, enablers for the sale of nuclear weapons, and other Foreign aid has been used for political purposes, not to ensure genuine development. We need to ensure that Canada's foreign policy reflects the Canadian values and interests Canada's national interest.

The plan

- A Conservative government will:
 - Reinforce Canada's own values of freedom, democracy, the rule of law, human rights, free markets, and free trade - and committed for the free markets - on the international stage.
 - Advance Canada's interests through foreign aid, while at the same time leading those efforts to ensure that aid is used for the benefit of the people and not for the benefit of the few.
 - Increase spending on Overseas Development Assistance beyond the currently projected level and serve towards the OECD average.
 - Hold Parliament responsible for ensuring enough over the conduct of Canadian foreign policy and the conduct of Canadian forces in foreign operations.
 - The International Development Assistance for children.

Defending Canada

For decades, successive Liberal governments have undermined and underfunded Canada's armed forces. We need to strengthen Canada's independent capacity to defend our national sovereignty and security in an increasingly dangerous world. The "Canada First" vision is required to defend our vast territory and those across seas. Serious attempts at home will also lead to greater confidence abroad within Canada's longstanding global role. Achieving this means will require large-scale investments in every region of the country to strengthen Canada's multi-ethnic, multi-lingual defense force.

The plan

- A Conservative government will:
 - Complete the modernization of military equipment and defense administration.
 - Increase \$1,000 additional capital funds and \$2,000 additional reserve funds provided.
 - Increase spending on the Canadian Forces by \$1.2 billion over the next five years, beyond the currently projected level of defense spending.
 - Expand training and testing, reduce waste, increase recruitment, and improve military HQ facilities and increase financial protection.
 - Increase investment in low infrastructure and housing for our forces.
 - Increase operational readiness, improve a multi-ethnic, multi-lingual workforce, and our forces' operational capability, readiness, and equipment, and improve recruitment, and improve recruitment, and improve recruitment.
 - Increase the Canadian Forces' capacity to protect Canada's Arctic sovereignty and interests.
 - Restore the regular army presence in British Columbia.
 - That Canada's weapons with the impact and power that they deserve, and ensure better representation to women with a "Women's Bill of Rights" and a "Women's Convention."

Creating jobs through international trade

A Conservative government will seek to strengthen rules-based trading arrangements, and expand free and fair market access, at the national, continental, hemispheric and global levels.

Canada is a trading nation, and Canadian jobs depend on our ability to pursue free and fair trading relationships with like-minded countries throughout the world. Yet, the Liberals have failed to enhance our trading relationship with our largest trading partner, the United States, and have also failed to seek out new markets and secure Canadian jobs.

The plan

A Conservative government will:

- Take aggressive action to strengthen the Canadian economic union.
- Defend Canada's primary producers against repeated and unfounded international trade challenges.
- Explore the possibility of appointing special envoys between Canada and the United States to chart a course for the future of NAFTA and achieve a resolution of the unresolved border dispute in accordance with Canadian and American legal rights and obligations.
- Reinforce Canada's traditional leadership in negotiating the Free Trade Area of the Americas.
- Create an investment, regulatory, and security environment for our western partners to grow and flourish.
- Explore the possibility of free-trade negotiations with Canada's democratic and economic partners in the Asia-Pacific, Japan, and India.



Putting an End to Ottawa's Brat Act

By David Frum
Posted Tuesday, January 24, 2006

ARTICLES
National Post (Canada)
Publication Date January 24, 2006

Washington D.C. will be very, very glad to see the back of Paul Martin, and for much the same reason that Canadians voted against him. After years of investing him with all their brightest hopes for change, they now see him as a weak, pillaging leader whose word could not be trusted.

Out of a long, long list of inflections, two stand out as the most fateful moments in the weakening of Washington's once enthusiastic admiration for Paul Martin.

The first came in 2004 when Martin announced that Canada would *not* after all join the U.S. missile defence plan. At the time, it seemed like a bold move. But it led Bush to the conclusion that Canada would join. The reversal startled and offended the Americans, and especially President Bush, not so much because of the personal trustworthiness of international leaders. (He famously disliked Germany's Gerhard Schroeder much more than Jacques Chirac, because he felt that Chirac had always been straightforward about his opposition to the Iraq war, while Schroeder had violated a promise not to campaign against it.)

It's probably not a coincidence that Martin's about-face on missile defence was followed by an equal American breach of faith: the refusal to accept a NAFTA panel's ruling in Canada's favour on softwood lumber.

The second inflection in the relationship came just last month, after Martin's speech to a UN conference in Montreal, criticizing the American position on climate change. The speech itself was only moderately obnoxious. What gave true offence was the way it was handled.

After Martin's speech, the White House requested a meeting to explain the Prime Minister's remarks. He was received by the director of the White House Office on Environmental Quality, who complained about the singling out of the United States. McKenna wrote up the complaint in a cable, sent it to Ottawa—where the Prime Minister's Office allegedly took it to be proof of American arrogance and Canadian defiance: The "White House" "surrounding" a "ribbing" or "tongue-lashing." Martin on the hustings proudly announced he would not be "dictated to" (the headlines said "bullied") by the United States.

You can see why Americans would feel they had been set up. And when the U.S. ambassador to Canada, David Wilkins, very mildly asked that Canadians leave the United States out of their election, the Liberal campaign swung around to target him.

For the Martin government to have survived yesterday's election, it is likely to see how Canada relations could be made a busier like fooling anytime soon.

But a new government will have a new chance.

Throughout the election, Canadian reporters called down to Washington trying to entrap unwary American conservatives by asking them overly specific questions. (The headline sought: "Harper 'one of us,' U.S. right-wingers say.") I was asked at least six times for a CBC in which I was asked literally six consecutive times whether President Bush would not be made ecstatic by a Harper victory.

Behind all these stories was an unstated premise: that bad relations with the United States were somehow in Canada's interest. In this version of reality, a prime minister who cannot get his phone calls returned deserves credit as a bold Captain Canada—while a prime minister with the credibility and clout to solve problems is some kind of vendu.

Canadians saw through this kind of anti-American manipulation in 2005, as they saw through it in 1988. That creates very positive atmospherics for Canadian interests in Washington.

Martin's defeat does something else too, something maybe even more important: It opens the way for a more mature, normal relationship between the two great North American countries.

Martin himself put it best, in his final ad of the campaign. "The United States," he said, "is our neighbour, not our nation." This is a fine admonition, but it is advice that the Christian/Martin Liberals themselves could never follow.

Relations between allies normally proceed without much regard to the ebb and flow of party politics. Tony Blair went to war in Kosovo alongside a Democratic president—and to war in Iraq alongside a Republican. Blair's Conservative predecessor John Major likewise co-operated closely first with the elder Bush and then with Clinton. Precisely because America was not their nation, they did not allow Britain's foreign policy to be driven by their reactions for or against America's domestic policy.

Contrast that with Paul Martin! On the very day that he was slamming the United States on Kyoto, he was preening for the cameras with former president Bill Clinton. Was Martin trying to suggest that he had won the endorsement of George Bush's predecessor? Or was he trying to urge a Canadian to vote for him as a way to register their preference for Clinton? Either way, it's not something that the leader of a proudly independent country should be doing.

Unlike Martin, Stephen Harper truly does know the difference between one's neighbour and one's nation. His foreign policy will be guided not by his feelings about America's domestic policy, as Christian and Martin too often allowed theirs to be, but by his assessment of Canada's enduring international interests. That's the way mature countries comport themselves. After years of childish self-indulgence under two old men, this young prime minister will at last lead Canada back to the grown-ups' table. That change will be welcomed in Washington. It should be even more strongly welcomed where it matters most: in Canada.

David Frum is a resident fellow at AEI.

Related Links

Why Vote Tory?

Paul Martin, Ham Actor

Elections in Canada: Good News? Bad News?

Also by David Frum

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- ◆ I Have a Dream
- ◆ Why Vote Tory?
- ◆ Self-Destruction

Latest Book



An End to Evil
How to Win the War on Terror

You can find this online at: <http://www.aei.org/publication23734>

POLICY COORDINATION SHEET

Subject of Memo: Your Query on Participating in the North American Forum in ~~Barff~~ (U)

I-Number: I-06/003522-ES

Title/Organization	Name	Date
PDUSD for Policy	_____	
OUSD(P)/Homeland Defense/SP&R	DASD Scott Rowell	4/5/06
OUSD(P)/European and NATO Policy	CDR Mike Wettlaufer, USN	4/5/06
Joint Staff / J-5/ CCSA Division Chief	COL Phil Battaglia, USA	4/7/06

~~FOUO~~

March 20, 2006

032006-06

TO: Peter Rodman
CC: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Decision to Attend North American Forum

Please take a look at this memo from Bill Schneider. Let me know if you think the North American Forum in Banff, Alberta, Canada in September is something I ought to try to attend and that we ought to try to push. Any thoughts?

Thanks.

1/24/06 Schneider memo

DHR:dh
032006-06

.....
Please Respond By April 13, 2006

~~FOUO~~

OSD 06056-06

11-L-0559/OSD/57101

092.3

20 Mar 06

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William Schneider, Jr.
24 January 2006

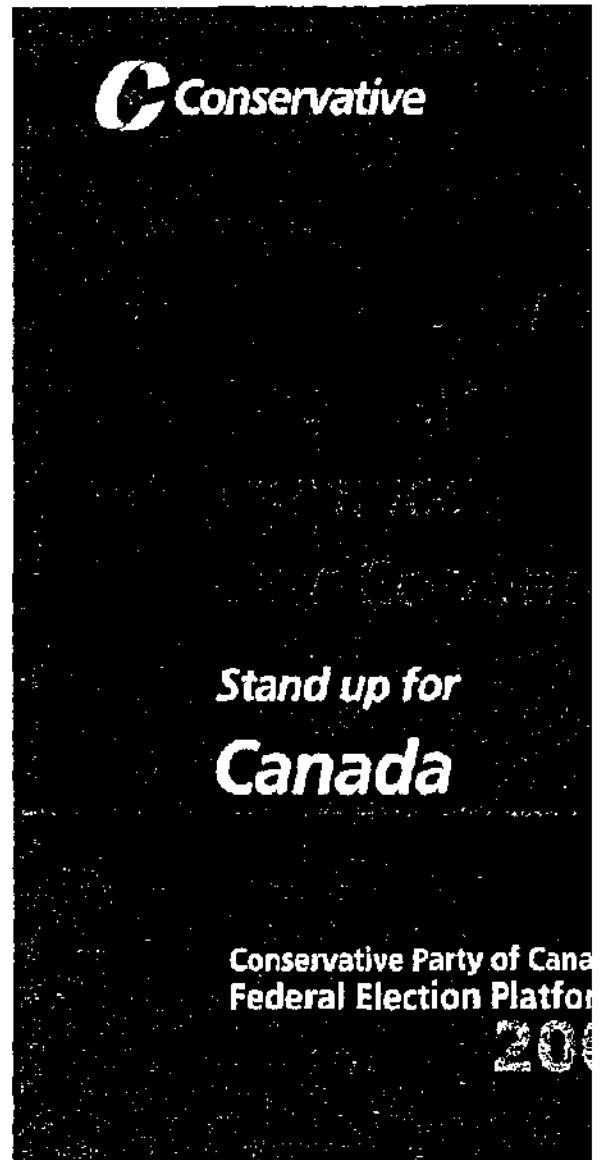
MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Background information for your 27 January 06 meeting with George Shultz.

1. Secretary Shultz requested that I update you on a project we have been working on prior to your meeting. The project is known as the "Noah American Forum (NAF)." Shultz serves as the America convener (along with former Alberta Premier, Peter Lougheed, and former Mexican Minister of Finance, Pedro Aspe). The project was developed in response to the need to improve hemispheric security cooperation following 9/11. The NAF is intended to bring together government officials and non-government specialists together in a "Wehrkunde-like" informal and privately organized setting to address hemispheric security questions. The conference has been strongly supported in both Mexico and Canada.
2. The first meeting was held in Sonoma, CA on 19-21 October 2005. The meeting was well attended by senior sub-cabinet officials in Mexico and Canada, but as scheduling conflicts precluded US cabinet-level participation, none was forthcoming from either Mexico or Canada. The US government representation was limited to an Assistant Secretary of State (American Regional Affairs) and a DoD Deputy Assistant Secretary (Latin America). The limited USG participation disappointed the Canadian and Mexican participants.
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4. A second meeting has been proposed to take place on September 11-14, 2006 in Banf, Alberta. The meeting provides an opportunity to intensify regional security discussions if higher level USG participation can be arranged. The session and venue also offers an opportunity for an informal US-Canada-Mexico "summit" meeting if the national leadership of the three nations are so inclined. The new Canadian government leadership has expressed an intention to significantly improve their defense posture. An excerpt from the defense portion of the platform of the Conservative Party of Canada, the winner in the election and an essay on the election by David Frum is attached.
5. Secretary Shultz is likely to raise issues relating increasing USG support for the NAF and its aims - including high-level participation in the forthcoming NAF conference.

Stand up for Our Communities

LLNL



File Photo of Canada Federal Election Platform 2006

11-L-0559/OSD/57103

Stand up for Canada

Canada is a great nation, strong, glorious, and free. We have raised our morale in world wars fought to defend freedom. We have worked to unite and keep united a country with two official languages, communities, vast geographic distances, and many cultures. We have exported our products and ideas around the world and built a trading nation that is second to none in the world. But for all of our pride in our history, Canada is losing its place in the world and its unity as a nation. Will Canada's military be able to defend our sovereignty? Will Canada stay united after a corrupt Liberal government has tarnished the reputation of federalism in Quebec? Can we maintain our standing in global markets when the federal government won't stand up for our national interests?

A Conservative government will restore pride in Canada. We will protect our national sovereignty and security, work to unite the country by respecting provincial and cultural differences, and stand up for our economic interests.

Open federalism - strengthening national unity

Preserving the country's unity is the federal government's foremost responsibility. Yet the federal Liberals have hurt the federalist cause in Quebec, launched pointless attacks on provincial partners, and cut a series of one-on-one deals with some provinces that have left everyone dissatisfied.

It's time for the federal government to establish a new relationship of open federalism with the provinces, while clarifying the roles of both levels of government within the division of powers of the Constitution.

The plan

A Conservative government will:

- Support the creation of practical intergovernmental mechanisms to facilitate provincial involvement in areas of federal jurisdiction where provincial jurisdiction is affected, and maintain their presence in a Charter of Open Federalism. We will work with the provinces in areas such as culture, environment, and trade, within the context of the Constitution. Specifically, we will:
 - Invite the Government of Quebec to play a role in UNESCO along the lines of its participation in the Forum of Ministers
 - Facilitate provincial participation in the development of the Canadian position in the negotiation of bilateral, commercial, hemisphere, or global trade agreements where provincial jurisdiction is affected.
 - Work with permanent provincial intergovernmental trade offices to promote and develop trade opportunities.
 - Support the important contribution the Council of the Federation is making to strengthening intergovernmental and interprovincial cooperation, expanding the economic and social union in Canada, and advancing the development of common standards and objectives of mutual recognition by all governments.

Fiscal imbalance

In the last eight years, the federal government has amassed enormous surpluses. Meanwhile, many provinces have seen reduced revenues and have had to run deficits in order to pay for education, health, and other social programs. While some seasonal and ad hoc agreements with provinces have temporarily reduced the financial pressure, it is time for a comprehensive agreement.

The plan

A Conservative government will:

- Work with the provinces in order to achieve a long-term agreement to balance the federal budget in a permanent fashion.
- Ensure that any new shared-cost program in areas of provincial jurisdiction is approved by the majority of provinces in principle, and that policies of the federal program with counterparties, so long as the province's responsibility structure.
- Work to achieve with the provinces permanent changes to the non-renewable natural resources revenue is received from the open growth. We will ensure that no province is adversely affected from

Protecting and promoting official languages

Canada's official languages constitute a unique social and cultural heritage. The federal government has a responsibility to ensure both English and French throughout Canada.

The plan

A Conservative government will:

- Support the Official Languages Act, ensuring that English and French rights and privileges are as their use in all institutions of the Public.
- Work with the provinces to enhance opportunities for Canadians across the country to enhance the vitality of minority language communities within the

Enshrining property rights in the Constitution

The 1960 Bill of Rights, introduced by the Right Hon. the Minister of Justice, was a landmark in Canadian history. However, per Charter of Rights and Freedoms.

The plan

A Conservative government will:

- Present an amendment to the Constitution to include the right to the protection of property rights in Canadian history. However, per Charter of Rights and Freedoms.
- Enact legislation to ensure that full, just, and timely compensation is provided for the loss of private property as a result of any federal regulation or legislation.

11-L-0559/OSD/57104

A better democracy

Canada is a democracy, yet our democratic system has not kept pace with the needs of a changing society. Paul Martin needs to talk about a democratic deficit, but his actions as Prime Minister have deepened it. A new Conservative government will be committed to significant democratic reform of our Parliamentary and electoral institutions.

The plan

A Conservative government will:

- Single reform of the Senate by creating a national process for choosing elected Senators from each province and territory.
- Propose further reforms to make the House an efficient, independent, and democratically elected body that quickly represents all regions.
- Reform representation by population for Ontario, British Columbia, and Alberta in the House of Commons while protecting the vital interests of smaller provinces.
- Introduce legislation enabled on the BC and Ontario bills regarding fixed election laws every four years, except where a government loses the confidence of the House (in which case an election would be held immediately) and the subsequent election would follow four years later).
- Make all votes in Parliament, except the budget and some others, "two votes" for ordinary Members of Parliament.
- Increase the power of Parliament and parliamentary committees to oversee the spending activities of departments and local authorities to ensure.

Ensure fairness in party nomination races

Quebecers have been misled about the nomination process and, because Liberal prime ministers have often unsuccessfully requested Liberal candidates to run to victory, leaving various ethnic and cultural groups feeling they have been discriminated against.

The plan

A Conservative government will:

- Ensure that party nomination and leadership races are conducted in a fair, transparent, and democratic manner.
- Remove party leaders from appointing candidates without the democratic consent of local electoral district associations.

Advancing Canadian values and interests on the world stage

Liberalism are highly proud of our values of freedom, fairness, and compassion. For too often, Liberal foreign policy has compromised democratic principles to appease despots, emotions for the sake of narrow business interests. Foreign aid has been used for political purposes, not to ensure genuine development. We must (a) ensure that Canada's foreign policy reflects true Canadian values and advances Canada's national interests.

The plan

A Conservative government will:

- Articulate Canada's core values of freedom, democracy, the rule of law, and respect for the law of nations - in the name of values.
- Advance Canada's interests through foreign aid, while at the same time remaining true to the democratic values.
- Increase spending on Overseas Development Assistance beyond the OECD average level.
- Make Parliament responsible for spending oversight over the expenditure of Canadian funds in foreign operations.
- Place international interest before Parliament for ratification.

Defending Canada

For decades, successive Liberal governments have not armed forces. We need to strengthen Canada's independent sovereignty and security in an increasingly dangerous world on defense, our war territory and three ocean areas. Cross greater confidence about within Canada's long-standing if require long-term commitment to every region of the world, combat-capable defense force.

The plan

A Conservative government will:

- Complete the transformation of military operations and defense.
- Recruit 33,000 additional regular forces and 10,000 additional reserve forces to the Canadian Forces by 2011, while over 10 additional levels of defense spending.
- Expand recruiting and training within each structure, including land, air, and navy, from the present.
- Increase investment in their infrastructure and buying the new 10 fighter operational model to support a militarily, combat-capable, operational capability requirements are national intelligence in deployment and logistic responsibility.
- Increase the Canadian Naval Capacity to protect Canada's Arctic.
- Ensure the regular navy presence in British Columbia.
- Train Canada's reserves with the respect and honor that they deserve as veterans with a Veterans Bill of Rights and a Veterans Oath.

Creating jobs through international trade

A Conservative government will work to strengthen job-based trading arrangements and expand free and fair market access at the national, continental, hemispheric and global levels.

Canada is a trading nation, and Canadian jobs depend on our ability to pursue free and fair trading relationships with like-minded countries throughout the world. Yet, the Liberals have failed to enhance our trading relationship with our largest trading partner, the United States, and have also failed to seek out new markets and secure Canadian jobs.

The plan

A. Conservative government will:

- Take aggressive action to strengthen the Canadian economy within:
 - Defend Canada's primary production against imported and unfettered international trade challenges.
- Explore the possibility of replicating special arrangements Canada and the United States to clear a course for the signing of NAFTA, and achieve a conclusion of the bilateral border dispute in consultation with Canadian and American legal experts and legislators.
- Reassert Canada's unilateral leadership in negotiating the Free Trade Area of the Americas.
- Create an interagency regulatory and security coordinating for our sensitive ports to grow and flourish.
- Explore the possibility of free-trade negotiations with Canada's domestic and economic partners in the Asia-Pacific, Japan and India.



Putting an End to Ottawa's Brat Act

By David Frum
Posted Tuesday, January 24, 2006

ARTICLES
National Post (Canada)
Publication Date January 24, 2006

Ingri D. will be very, very glad to see the back of Paul Martin, and for much the same reason that Canadians voted against him. After years of investing him with all their brightest hopes for change, they came to see him as a weak vacillating leader whose word could not be trusted.

Out of a long, long list of irritants, two stand out as the most fateful moments in the weakening of Washington's once enthusiastic admiration for Paul Martin.

The first came in February 2005, when the Martin government announced that Canada would not after all join the U.S. missile defence plan. At the Bush-Cheney summit meeting in Ottawa in November 2004, Martin had led Bush to believe that Canada would join. The reversal shocked and offended the Americans, and especially President Bush, who sets great store by the personal trustworthiness of international leaders. (He famously disliked Germany's Gerhard Schroeder much more than Jacques Chirac, because he felt that Chirac had always been straightforward about his opposition to the Iraq war, while Schroeder had violated a promise not to campaign against it.)

It's probably not a coincidence that Martin's about-face on missile defence was followed in August by an equal American breach of faith—the refusal to accept a NAFTA panel's ruling in Canada's favour on softwood lumber.

The speech during which Martin made the change. The speech in itself was only moderately obnoxious. What gave true life was the

Ambassador Frank McKenna's request for a meeting to explain the change. He was received by the head of the White House Office on Environmental Quality, who told him the stingling ouster of the United States. McKenna's role was to explain the change to the Minister of the Environment, who was spinning it as a story of American arrogance and defiance. The speech was a summing up of a "longue-journée," Martin on the hustings proudly announced he would not "dictate" to the headlines said "bull" by the United States.

You can see why. A British journalist had asked the U.S. ambassador to Canada, David Wilkins, whether he asked that Canadians leave the United States out of their election, the Liberal campaign strategy to target him.

Were the Martin government to have survived yesterday's election, it is hard to see how U.S.-Canada relations could be restored to a business-like footing anytime soon.

But a new government will have a new chance.

Through the thick fog of euphoria about Harper, (The headline sought: "The new prime minister, U.S. says") I myself did a taped interview for French-language CBC in which I was asked literally if President Bush would not be made ecstatic by a Harper victory.

Behind all these stories was an unstated premise: that bad relations with the United States were somehow in a bad way in this version of reality, a prime minister who cannot get his phone lines to work is a bad thing, while a prime minister with the credibility and clout to solve problems is some kind of hero.

Canada saw through this kind of manipulation in 2006 as it saw it in 1988. That creates very positive atmospheres for Canadian interests.

Martin's defeat does not mean, of course, that something maybe even more important: It opens the way for a more mature, normal relationship between the two great North American countries.

Martin himself put it best, in his final address to the United States, he said, "Is our neighbour, not our nation." This is a fine admonition, but it is advice that the Christian/Martin Liberals themselves could never follow.

When allies normally proceed without much regard to the ebb and flow of party politics, Blair went to war in Kosovo alongside a Democratic president—and to war in Iraq alongside a Republican. Blair's prediction that Major's Liberals co-operated closely first with the elder Bush and then with Clinton. It is because America was not their friend that they did not allow Britain's foreign policy to be driven by their reactions (for or against American policy).

Contrast that with Paul Martin! On the very day that he was slamming the United States on the cameras with former president Bill Clinton. He Martin trying to tell that he had wanted to be a president? Or was he trying to urge the United States to do him some way to regard it? If so, it's not something that the leader of a proudly independent country would be doing.

Martin's failure to truly acknowledge that in one's neighbour and one's nation. His foreign policy will be different from his domestic policy. He is not a Christian/Martin type of person to be, but by his assessment of Canada's enduring international interests. That's the way mature countries comport themselves. After years of selfish self-indulgence, it is time when the young prime minister at least lead back to the grown-ups' table. That change will be welcomed in Washington. It should be even more strongly welcomed where it matters most: in Canada.

David Frum is a resident fellow at AEI.

Related Links

Why Vote Tory
Paul Martin, Ham Actor
Elections in Canada: Good News? Bad News?

Also by David Frum

Recent Articles

- ◆ I Have a Dream
- ◆ Why Vote Tory?
- ◆ Self-Destruction

Latest Book



You can find this online at: <http://www.aei.org/publication23734>

2006 APR 13 PM 12:16

ACTION MEMO

DSD _____

091.3

FOR SECRETARY OF DEFENSE

FROM: Eric S. Edelman, Under Secretary of Defense for Policy *EE*

APR 13 2006

SUBJECT: Moving Costs to Other Organizations

- You asked me to figure out how we can get more things moved over to other organizations. More can be done to leverage other organizations, departments and countries. I have some ideas for your consideration.

1206 Building Partnership Capacity Authority

- Last year we got the first global DoD train and equip authority (to be executed with State concurrence). A suitable goal would be to turn this temporary \$200M *authority* into a permanent \$1B DoD *appropriation* by FY09. By investing in partnership capacity, we can manage stress on the force and build sustainable partner capabilities.

Global Peace Operations Initiative (GPOI)

- Initial implementation of GPOI – State's \$100M per year program to increase partner countries' peacekeeping capabilities – is going well, but it could do a lot more at several hundred million dollars a year. State's efforts to recruit partner nations to help implement GPOI have been lackluster.
- We could work with State to push the Hill for a bigger program and reinforce the need for a strong diplomatic effort to seek matching contributions of money, men and material from other wealthy nations.

Reforming Security Assistance

- GPOI and 1206 are a good start to providing better tools for building partner capacity, but the way we plan, fund, and execute security assistance (FMF, IMET) needs reform. Only about 7% of the FY06 FMF budget is not tied to Congressional

13 Apr 06

2 Mar 06

Prepared by: Quentin E. Hodgson, SO/LIC Stability Operations (b)(6)



11-L-0559/OSD/57109

OSD 06059-06

earmarks (predominantly Egypt and Israel). Reducing earmarks would help, but will require sustained Congressional engagement.

- We also need to eliminate the sense of entitlement FMF has bred. Our assistance should focus on countries that have made a clear commitment (including their own resources) to building sustainable capacity, not just buying big ticket items they can't maintain.
- The recent State-DoD Security Cooperation Conference was useful in setting common priorities. We should have similar conversations with our close Allies (e.g., UK, Australia) to coordinate our capacity building efforts better.

UN Peacekeeping

- A key to the UN taking on more pertinent peacekeeping missions is to shut outdated ones (e.g., the UN Truce Supervision Organization that covers the 1948 Arab-Israeli truce has been overtaken by events such as the 1967 war, and the Egypt-Israel and Jordan-Israel peace agreements).
- **John Bolton** is pushing hard for UN reform; one area it would be useful to explore with him and the rest of State is reforming the management of the UN Department of Peacekeeping Operations: more efficiency and lower costs could speed payments to troop contributing countries and provide better mission management (although we should note that late payment by the U.S. due to our Congressional appropriations process is a large part of DPKO's problem).

NATO

- NATO's core focus is high-end missions. We should encourage NATO to develop deployable capabilities for peacekeeping and stabilization missions.
 - For the 2006 NATO Summit, we are working on a stabilization and reconstruction initiative, but it will require sustained U.S. effort to get our alliance partners to step up funding.
 - We are also pushing for a forum to get NATO working more internationally with capable non-NATO partners like Australia, Japan and others.

State Department

- Secretary Rice wants to make her department more deployable to global hot-spots, but the resource shortage at State is severe. The Peacekeeping Operations account (which funds GPOI, among other things), is short. Coalition Solidarity Funds, IMET and State's stabilization and reconstruction office (S/CRS) also need a boost. Congressional appropriators see little value in a well-funded State Department.

- After your March 9 testimony with Secretary Rice -- in which you made a plea to fund State -- the Senate Budget Committee cut \$1.5 billion from the international operations account in a budget resolution.
- States has requested \$75 million this year to kick-start the creation of a civilian reserve and create a conflict response fund. Except for Homeland Security, no other Department or Agency can mobilize significant numbers of civilians to deploy to missions (and even Homeland Security's support to efforts in Iraq and Afghanistan often has been disappointing). The ability to tap quickly into retirees, contractors, and civilian reserve personnel is critical to transitioning efforts in stabilization missions from DoD.
- It would be worth raising with Dr. Rice the idea of a sustained high-level DoD-State campaign to secure funding for key State accounts.

NGOs

- NGOs are a mixed bag, but **as** seen in the Tsunami relief, they can be cost effective providers in disasters with a little military help (e.g., lift).
- PACOM's Center of Excellence for Disaster Management and Humanitarian Assistance has worked for years with NGOs. It paid dividends in Tsunami relief. We should look to replicate this model in other regions and what that would cost.

Private Citizens and the Private Sector

- Americans have given generously to help victims of natural disasters and wars, but we have no effective means government-wide to help guide to the right people citizens who want to do more. We need to do more to harness our citizens' innate generosity and entrepreneurial skills. We could raise this issue with Steve Hadley and J D Crouch for consideration by the NSC.

U.S. Military Advisors

- Advisors have improved unit performance in Iraq and elsewhere – serving as force multipliers.
- The QDR Irregular Warfare roadmap will ask Dr. Chu to develop a plan for encouraging more U.S. officers (not just SOF) to serve abroad in advisory capacities for extended periods of time.

COORDINATION: Tab A.

Attachment: As stated.

SECDEF DECISION:
APPROVED: _____
DISAPPROVED: _____
OTHER: _____

POLICY COORDINATION SHEET

Subject: Moving Costs to Other Organizations (U)

I-Number: 06/002692

Title/Organization	Name	Date
DASD NATO and Europe	COL Al Zaccor (Acting)	March 31,2006
PDASD ISA	Mary Beth Long	April 13,2006
PDUSD(P)	Ryan Henry	April 6,2006

~~FOUO~~

231 14 0112:16

MAR 02 2006

I-06/002692
ES-5293

0913

TO: Gordon England
Eric Edelman

CC: Tina Jonas

FROM: Donald Rumsfeld *DR*

SUBJECT: Reducing ~~Costs~~ and Moving ~~Costs~~ to Other Organizations

Attached is a note ~~from~~ Tom O'Connell on the relative costs of the US doing something as opposed to having the UN do it. It is double for the US to do it because of our high costs.

A couple of things come to mind:

1. Gordon, we ought to look at the ways we can reduce our costs.
2. Eric, you ought to figure out a way we ~~can~~ get ~~more~~ things moved over to other organizations. We are going to have to do a better job of it.

Thanks.

Attach. 2/27/06 ASD(SO/LIC) memo to SD re: GAO Report Comparing US to UN Peacekeeping Costs in Haiti [OSD03026-06]

DNK:da
030105-07

.....
Please Respond By 03/30/06

2 Mar-06

~~FOUO~~

OSD 06059-06

11-L-0559/OSD/57113

28
300

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INFO MEMO

3/1

USD(P) FEB 27 2006

Robert Rangel
2/28
FOR SECRETARY OF DEFENSE

FROM Thomas W. O'Connell, Assistant Secretary of Defense (SO/LIC) 2/22/06

SUBJECT: GAO Report Comparing U.S. to UN Peacekeeping Costs in ~~Haiti~~

- The GAO will release a report soon comparing the UN's costs for the peacekeeping mission in Haiti (MINUSTAH) to a hypothetical U.S. operation.
- The report indicates that a U.S. mission would cost twice as much due to higher costs for:
 - Military pay and support;
 - Civilian police; and
 - Facilities upgrades.
- The U.S. paid \$116 million of MINUSTAH's \$428 million budget in the mission's first 14 months, compared to an estimated \$876 million for a U.S. mission.
- The report is a good illustration of the benefits to building partnership capacity for peacekeeping and stability operations.

COORDINATION: None.

Cc: CJCS
USD(C)

Attachment None.

OSD 03026-06

Approved by: Dr. Jeb Nadmer, DASD Stability Operations Jan 27-06
Prepared by: Quantia E Hodgson, SO/LIC Stability Operations (b)(6)

MA SD	3/1	SA DSD	
TRA SD	2/23	SA DSD	
EXEC SEC	1/2/25	1000	3/1
ESR MA	1/2/25		

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11-L-0559/OSD/57114



April 12, 2006

338-SD

SUBJECT: Notes to Colangelo and Krzyzewski

Please draft a nice note to Jerry Colangelo thanking him for the shirt they brought in and for their support. And also draft a note to Mike Krzyzewski as well.

Thanks.

DHR:ss
041206-18

.....
Please Respond By April 13, 2006

* an SD-approved letter for
b'ball player Ruthie Bolton
is also attached.

Thx
CJ 4/13

OSD 06075-06

11-L-0559/OSD/57115

12 Apr 06

April 6, 2006

**READ AHEAD FOR SECRETARY DONALD RUMSFELD
PHOTO OP WITH USA BASKETBALL REPRESENTATIVES**

Date/Time: Thursday, April 6, 2006 1:30 p.m. to 1:35 p.m.

Location: The Pentagon, 3E718 ** gave SD a USA b'ball jersey to
commemorate their plship w/ America
Supports You*

Background:

- [REDACTED] They will be doing special activities to show their support for the troops over the [REDACTED] at events leading up to the 2008 Olympics. In August 2006, the USA Basketball team will visit troops in Las Vegas, Japan and South Korea.
- As April is the "Month of the Military Child," we have invited 45 children of deployed and active duty service members to attend with a parent or guardian.
- After the press conference, the players and coaches will host a basketball clinic for the children in the Pentagon Athletic Center.
- He [REDACTED] He is a Field Intelligence officer and will be responsible for credentialing in the Green Zone.

Media: Still photography and b-roll.

Timeline:

- 12:40 p.m. USAB leadership arrives at Pentagon Mall Entrance and is escorted to the Vice Chairman's office (2E724).
- 1:05 p.m. USAB leadership introductions and photo op with Vice Chairman.
- 1:15 p.m. USAB players escorted to Protocol Reception Room (3E650).
- 1:20 p.m. Allison Barber, Deputy Assistant Secretary of Defense for Public Affairs, meets USAB leadership in the Vice Chairman's office (2E724) and escorts party to Protocol Reception Room (3E650).
- 1:30 p.m. [REDACTED] field
[REDACTED]
- 1:35 p.m. USAB leadership, USAB players, the Vice Chairman and Ms. Barber depart SecDef's office and proceed to PAC basketball court for press event (stairwell 64).

Attachments:

USA Basketball VIP List	Tab A
USA Basketball Bios	Tab B
USA Basketball Overview	Tab C
Press Release announcing partnership	Tab D

Prepared by: Babs Chase (b)(6)

11-L-0559/OSD/57116

USA Basketball VIPs

Ruthie Bolton	Former US Olympic Team Player
Jerry Colangelo	Managing Director, USA Basketball
Chuck Daly	Former US Olympic Coach and Coach of NBA National Champions Detroit Pistons
Mike Krzyzewski	USA Basketball National Team Head Coach
Chasity Melvin	Former US Olympic Team Player
Chris Mullin	Former US Olympic Team Player, NBA Professional with many teams including Indiana Pacers
David Robinson	Former US Olympic Team Player, NBA Professional with San Antonio Spurs, College Player at Navy
Buck Williams	Former US Olympic Team Player, NBA Professional with many teams including New Jersey Nets

USA Basketball Overview

Based in Colorado Springs, Colo., [REDACTED] recognized governing body for basketball in the United States by the International Basketball Federation (FIBA) and the [REDACTED] (USA Basketball) [REDACTED] the selection, training and fielding of USA teams that compete in FIBA sponsored international basketball competitions, as well as for some national competitions. USA Basketball is an organization made up of 15 member associations.

USA Basketball was organized in 1974 and known as the Amateur Basketball Association of the United States of America (ABAUSA). The name change to USA Basketball occurred Oct. 12, 1989, shortly after FIBA modified its rules to allow professional basketball players to participate in international competitions. USA Basketball then admitted the NBA as an active member and made the change.

USA Basketball is governed by a 10-member Executive Committee and 25-member Board of Directors, who are appointed and elected by active members. Serving since January 2001 as USA Basketball's Executive Director is Jim Tooley. Tooley, who has been with USA Basketball since 1993, is responsible for overseeing all aspects of the organization's day-to-day operations and business operations.

During the 2001-2004 quadrennium, over 925 men and women players and 125 coaches participated in USA Basketball, including the now annual USA Basketball men's and women's Youth Development Festivals, USA Basketball trials, and USA Basketball teams.

Between 2001-2004 the USA competed in 22 major international events and won medals an astounding 19 times, including gold medal or top finishes 14 times, silver once and bronze medals four times.

The competitions in which USA teams regularly compete include the Olympics, World Championships, Pan American Games, World University Games, men's and women's U21 World Championships, men's and women's U19 World Championships, Hoop Summit and USA Basketball Youth Development Festivals.

USA Basketball also sanctions U.S. basketball team tours of foreign countries and foreign basketball team tours of the US, as well as oversees the certification of FIBA and USA Basketball officials and the assignment of those officials to international competitions, and the licensing of players to play professionally overseas.

A brief synopsis of the various competitions USA Basketball teams participate in includes:

Olympic Games

Men's and women's Olympic basketball competition is held every four years (2008, 2012, etc.). The USA men have captured the gold in 12 of the 15 Olympics and compiled an incredible 114-5 record, while the USA women have earned the gold in five of the past six Olympics and overall boast of a sterling 42-3 record. Beijing, China, is the site of the 2008 Games.

FIBA World Championships

Men's and women's competition is held every four years at the FIBA World Championships (2006,2010, etc.). Unlike the Olympics at which 12 teams participate, 24 countries compete in the World Championship for Men and 16 teams participate in the World Championship for Women. In basketball circles, the World Championship title is considered as prestigious as the Olympic title. The USA women successfully defended the gold medal after finishing a perfect 9-0 in China in 2002, while the USA men finished sixth in the 2002 World Championship in Indianapolis, Indiana. The next World Championship competition is scheduled for 2006 in Saitama, Japan for the men, and in 2006 in Brazil for the women.

U21 FIBA World Championships

Initiated in 1993 as the FIBA 22 And Under World Championship and originally designed for men 22-years-old or younger, FIBA lowered the age eligibility to 21 years of age or younger in December 1998 and the competition is now known as the FIBA U21 World Championship. The USA men captured gold in 2001 with a perfect 8-0 record and finished in fifth place in 2005 with a 7-1 mark. FIBA in 2003 initiated a women's U21 World Championship and the USA women claimed the gold, finishing 7-1 in Sibenik, Croatia. The next FIBA U21 World Championship for women is scheduled for 2007 and the men's will next be held in 2009. The selections of the players and coaches are made by the USA Basketball Collegiate Committees.

Pan American Games

Started in 1951 for men and 1955 for women, the Pan American Games are held every four years (2007,2011, etc.) in the year preceding the Olympics. Only countries from FIBA America are eligible to compete. The USA men have compiled an impressive 81-11 overall record, winning eight of a possible 14 gold medals, while the USA women have won ~~six~~ of 12 gold medals and rolled up a 67-12 record. The 2007 Pan American Games is slated to take place in Rio de Janeiro, Brazil.

World University Games

The World University Games are held for men and women every two years (2007,2009, etc.), only current university student-athletes or recent graduates are eligible. The 2005 USA men's and women's World University Games teams finished undefeated to capture gold. The next World University Games is scheduled for 2007 in Bangkok, Thailand. The selections of the players and coaches are made by the USA Basketball Collegiate Committees.

U19 World Championships/Junior National Teams

USA Basketball also fields men's and women's national teams for players 19-years-old or younger. Men and women 19-years-old or younger are eligible to compete in the FIBA U19 World Championships which are held every two years (2007 for men and 2007 for women). The USA women in 2005 finished 8-0 to capture the U19 World Championship gold medal. USA Basketball also fields teams featuring players 18-years-old or younger for FIBA Americas Zone qualifying tournaments. The selections of the players and coaches are made by the USA Basketball Collegiate Committees.

Hoop Summit

The Hoop Summit is the country's premiere annual basketball game featuring America's top senior boy high school players taking on a World Select Team comprised of the world's top players 19-years-old or younger. Played each April, the USA currently holds a 6-2 lead in the

series which was first played in 1995. The selections of the players and coaches are made by the USA Basketball Men's Junior Development Committee.

USA Basketball Youth Development Festival

Held annually each June for men since 1998 and since 2002 for women, USA Basketball's Youth Development Festival is an entry-level event that combines competition with off-court educational seminars. Featuring multiple teams comprised of top players who are high school juniors or sophomores from around the US, the Festival in 2005 for the first time included international teams. Festival coaches are top high school and AAU coaches. The selections of the players and coaches are made by the USA Basketball Junior Development Committees.

USA Basketball Select Teams

In an attempt to continually develop younger talent, USA Basketball sponsors men's and women's select teams that tour foreign countries and participate in international tournaments in the hope of gaining valuable foreign experience and cultural exposure.

Mr. Jerry Colangelo
Managing Director
USA Basketball
201 East Jefferson Street
Phoenix, AZ 85004

Dear Mr. Colangelo,

I enjoyed meeting all of you here at the Pentagon last week, and want to thank USA Basketball for supporting the troops through their partnership with *America Supports You*. I appreciate your contributions to this important effort.

I also want to thank you for the USA Basketball jersey you presented me. It was thoughtful, and I ~~am~~ delighted to have it.

Sincerely,

Make for
we send
her to photo
Send photo
all of them

The
OSU 4/13

Mr. Mike Krzyzewski
Head Coach
USA Basketball National Team
Duke University
Box 90555
Durham, NC 27708-0555

Dear Coach Krzyzewski,

It was a pleasure meeting all of you during your visit to the Pentagon last week. The National Team is doing fine work through its partnership with America Supports You, and I want to thank you.

I also want to thank you for the USA Basketball jersey you presented me. I am delighted to have it.

Please know how much I appreciate your son-in-law's ~~service~~ to our nation. I wish you and your family all the best.

Sincerely,

*Fyl - son-in-law deployed
to Iraq (US &) last week
This
CSC 4/13*

Ms. Ruthie Bolton

(b)(6)

Dear Ruthie,

I was delighted to meet you **and** to learn you have been a First Lieutenant in the Army.

I want you to know how much we appreciate your support for the troops and their families. You have to be an inspiration for so many.

With my appreciation and best wishes,

Sincerely,

OK'd by SD - per (b)(6)
email + attached
draft.

The
ESC 4/13

DRAFT

OK'd by SELFDEF

Ms. Ruthie Bolton
ADDRESS
ADDRESS

Dear Ruthie,

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I want you to know how much we appreciate your support for the troops and their families. You have to be an inspiration for so many.

With my appreciation and best wishes,

Sincerely,



THE SECRETARY OF DEFENSE
WASHINGTON

APR 14 2006

Ms. Ruthie Bolton

(b)(6)

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I want you to know how much we appreciate your support for the troops and their families. You have to be an inspiration for *so* many.

With my appreciation and best wishes,

Sincerely,

OSD 06075-06

11-L-0559/OSD/57125

33552

14 Apr 06

12 Apr 06



11-L-0559/OSD/57126



11-L-0559/OSD/57127



THE SECRETARY OF DEFENSE
WASHINGTON

APR 14 2006

Mr. Mike Krzyzewski
Head Coach
USA Basketball National Team
Duke University
Box 90555
Durham, NC 27708-0555

Dear Coach Krzyzewski,

It was a pleasure meeting all of you during your visit to the Pentagon last week. The National Team is doing fine work through its partnership with America Supports You, and I want to thank you.

I also want to thank you for the USA Basketball jersey you presented me. I am delighted to have it.

Please know how much I appreciate your son-in-law's service to our nation. I wish you and your family all the best.

Sincerely,

OSD 06075-06

11-L-0559/OSD/57128

33550

14Apr06

12Apr06



OSD 06073-06

11-L-0559/OSD/57129

050-060-06



11-L-0559/OSD/57130



THE SECRETARY OF DEFENSE
WASHINGTON

APR 14 2006

33550

Mr. Jerry Colangelo
Managing Director
USA Basketball
201 East Jefferson Street
Phoenix, AZ 85004

Dear Mr. Colangelo,

I enjoyed meeting all of you here at the Pentagon last week, and want to thank USA Basketball for supporting the troops through their partnership with *America Supports You*. I appreciate your contributions to this important effort.

I also want to thank you for the USA Basketball jersey you presented me. It was thoughtful, and I am delighted to have it.

Sincerely,

14 Apr 06

OSD 06075-06

11-L-0559/OSD/57131

12 Apr 06



OSD 0559-06

11-L-0559/OSD/57132



OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

JUL 6 2006

Mr. Mike Krzyzewski
Head Coach
USA Basketball National Team
Duke University
Box 90555
Durham, NC 27708-0555

Dear Coach Krzyzewski,

Thank you again for the USA Basketball jersey you presented Secretary Rumsfeld during your visit to the Pentagon. He appreciated your thoughtfulness.

In order for the Secretary to remain consistent with Government regulations, please accept the enclosed personal check to cover the value of your kind gift. If you have any questions, please feel free to contact me at (b)(6)

Sincerely,

Mary C. Murphy
Special Assistant to the
Secretary of Defense
for Protocol

Enclosure



OSD 06075-06

7/7/2006 8:41:59 AM

11-L-0559/OSD/57134

6 JUL 06

12 APR 06

(b)(6)

349

DATE 5-26-06

PAY TO THE ORDER OF Mike Krzyzewski \$ 80.00
Eighty and no/100 DOLLARS
THE NORTHERN TRUST COMPANY



Northern Trust

MEMO

1496

(b)(6)

MP

(b)(6)

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OSD 06075-06

11-L-0559/OSD/57135



THE SECRETARY OF DEFENSE
WASHINGTON

APR 14 2006

33550

Mr. ~~Mike~~ Krzyzewski
Head Coach
USA Basketball National Team
Duke University
Box 90555
Durham, NC 27708-0555

SD wanted mailed H&P
— now need check letter
from MCM
713

Dear Coach Krzyzewski,

It was a pleasure meeting all of you during your visit to *the* Pentagon last week. The National Team is doing fine work through its partnership with *America Supports You*, and I want to thank you.

I also want to thank you for the USA Basketball jersey you presented me. I am delighted to have it.

Please know how much I appreciate your son-in-law's service to our nation. I wish you and your family all the best.

Sincerely,

14Apr06

OSD 06075-06

13Apr06

~~FOUO~~

April 17, 2006

TO: Stephen J. Hadley
CC: The Honorable ~~Dr.~~ Condoleezza Rice
FROM: Donald Rumsfeld *DR*
SUBJECT: Hyde Remarks

Attached are some remarks by Henry Hyde that I think ~~are worth~~ thinking about.

Thanks.

Attach. House International Relations Committee Hearings on FY 2007 Budget;
~~State~~ Department

DHR:dh
041706-10

.....

354.001

17 Apr 06

~~FOUO~~

11-L-0559/OSD/57137

OSD 06151-06



4/19/2006 9:30:58 AM

House International Relations Committee Holds Hearing on FY2007 Budget: State
Department

HYDE:

The committee will come to order

Before beginning **our** hearing, I would like to announce that our colleague, Russ Camahan of Missouri, has been fortunate or unfortunate -- depending on your perspective -- enough to be assigned to this committee.

The minority members have completed their subcommittee assignments, which reflect his membership. Without objection, the subcommittee assignments of the minority members, which the members have before them, are adopted by the committee.

And the chair recognizes Mr. Lantos, the senior Democrat, for such purposes as he may require.

Mr. Lantos?

LANTOS:

Mr. Chairman, we are all anxious to get going with the hearing with our distinguished secretary.

Let me just say, on behalf of all the Democrats, how delighted we have to have Russ Camahan join us. He has a distinguished record of public service. He'll be a very valuable member of this committee. He's very lucky to attend his first meeting with the secretary of state.

(APPLAUSE)

HYDE

The chair will announce, because of the importance of the hearing today and the lack of time for all of us to participate in questioning, that opening statements will be made by myself and Mr. Lantos, and we will not have any further opening statements.

But this will permit more time for striking the last word and getting a little more detailed conversation with **our** witness. So I *think* it will work out to everybody's advantage.

Lying at the heart of America's relationship with the world is a paradox.

We have global reach, voluntarily assuming responsibility for preserving peace and order in much of the world and for the blessed charge of bettering the lives of its inhabitants.

And yet we're simultaneously very distant from world, stubbornly uninstructed by its ancient cynicism and preaching a confidence in the future that defies the constraints of the present.

This paradox, to massively engage the world while living on an autonomous island in the global sea, is made possible by our unprecedented power.

It's a truism that power breeds arrogance. A far greater danger, however, stems from the self-delusion that is the more certain companion for individuals and countries alike.

Power inevitably distorts perceptions of the world by insulating them in a soothing cocoon that it is impervious to what scientists' term disconfirming evidence.

Our power, then, has the grave liability of rendering our theories about the world immune from failure. But by becoming deaf to easily discerned warning signs, we may ignore long-term costs that result from our actions and dismiss reverses that should lead to a reexamination of our goals and means.

To illustrate my point, let me focus on the school of thought that has gained increasing prominence in our national debate: namely the assertion that our interests are best advanced by assigning a central place in the foreign policy of our nation to the worldwide promotion of democracy.

I call this **the Golden Theory**.

I should state at the outset my own conviction that democracy and freedom are directly linked and that democracy has proven highly beneficial in those states where it has been securely established.

HYDE:

But I take issue with those who argue that it is self-propagating and that it invariably produces beneficent results, for this view rests on a misinterpretation of cause and effect in our history.

Proponents rest much of their case on the triumph of democracy in post-World War II Europe and East Asia, focusing on the peace, stability and cooperation of those war-torn regions that they have experienced. Certainly, democracy contributed enormously to these regions' transformations, but I would argue that this outcome depended far more on the direct and long-term presence of American power.

Far from being inevitable prior to 1945, democracy had been virtually wiped out in Europe even before Hitler began his conquest. It had been delegitimized in most of the continent, and authoritarian governments had become the norm. Democracy held on in Britain and in remnants elsewhere in Europe, but ultimately survived only because of U.S. intervention in the war.

Following the Allied victory, democracy was reintroduced on the continent in large part because the overwhelming U.S. presence made it possible and virtually mandatory throughout Western Europe.

From this beginning, we developed enormous resources toward enforcing order, promoting cooperation, defending against invasion, removing barriers, reviving economies, and a host of other unprecedented innovations.

HYDE:

The resulting transformation is usually ascribed to the workings of democracy, but it is due far more to the impact of the long-term U.S. presence. And that role continues to this day, six decades later.

In regions where our presence extended over long periods, as in East Asia, the common result was peace, stability and cooperation with democracy as an added and reinforcing benefit. But few areas outside those fortunate lands have become stably democratic, with examples such as India being exceptions that are far too rare.

I note these cases because they are invariably cited by those who believe that similar transformations can be effected elsewhere by the magic elixir of democracy alone. But

democracy is more than a single election or even a succession of them. It's a way of life for a nation embracing its life and institutions in all their complexity, and embraced in turn by its people in their actions, thoughts and beliefs.

Viewed in its more complete historical context, implanting democracy in large areas would require that we possess an unbounded power and undertake an open-ended commitment of time and resources which we cannot and will not do.

But without that long-term dominant American position, the odds of enduring success are long, indeed.

Fidelity to our ideals means that we have little choice but to support freedom around the world.

HYDE :

No one with a heart or a head would wish it otherwise.

But we also have a duty to ourselves and to our own interests, which may sometimes necessitate actions focused on more tangible returns than those of altruism.

We must also be cognizant of the fact that a broad and energetic promotion of democracy may produce not peace and stability but revolution. We can and have used democracy as a weapon to destabilize our enemies and we may do so again. But if we unleash revolutionary forces in the expectation that the result can only be beneficent, I believe we're making a profound and perhaps uncorrectable mistake.

History teaches that revolutions are very dangerous things, more often destructive than benign, and uncontrollable by their very nature. Upending established order based on theory is far more likely to produce chaos than shining uplands.

Edmund Burke's prescient warning of the deadly progress of the French Revolution, a revolution guided by intoxicating theory and heedless of all warnings, endures.

There is no evidence that we or anyone can guide from afar revolutions we've set in motion. We can more easily destabilize friends and others and give life to chaos and to avowed enemies than ensure outcomes in service of our interests and security.

May I return to my original theme, namely that our enormous power allows us to maintain a highly theoretical approach to the world, one that draws so deeply from the universal truths embedded in our makeup as to be impervious to contrary evidence?

I am not making an abstract point. We're well advanced into an unformed era in which new and unfamiliar enemies are gathering forces, where a phalanx of aspiring competitors must inevitably constrain and focus our options.

In a world where the ratios of strength narrow, the consequences of miscalculation will become progressively more debilitating. The costs of golden theories will be paid for with the hard currency of our interests.

For some, the promotion of democracy promises an easy resolution to the many difficult problems we face, a guiding light on a dimly seen horizon.

HYDE :

But I believe that great caution is warranted here.

Without strong evidence to the contrary, we should not readily believe that without an enduring American presence democracy can be so easily implanted and nourished in societies where history and experience suggest it's quite alien.

It may, in fact, constitute an uncontrollable experiment with an outcome akin to that faced by the sorcerer's apprentice.

A few brief years ago, history was proclaimed to be at an end, our victory engraved in unyielding stone, our preeminence garlanded with permanence.

But we must remember that Britain's majestic rule vanished in a few short years, undermined by unforeseen catastrophes and unimagined enemies that overwhelmed the impregnable palisades of the past.

We must not allow our enormous power to delude us into seeing the world as a passive thing to be remade in an image of our choosing.

Instead, let us take guidance from the wisdom of our forbearers, whose clear-eyed and sober-minded understanding of this world made possible the miracles of our country's birth, its flourishing and its repeated triumphs.

Now I turn to my good friend Tom Lantos, the ranking Democratic member, for such remarks as he may care to make.

LANTOS:

Thank you very much, Mr. Chairman.

Let me, first, join you in welcoming our most distinguished secretary of state, who conducted her first year in office with enormous diplomatic skill. We are all the beneficiaries of her wisdom and judgment and experience. And we are delighted to welcome her.

Let me also say a special thanks to her for, earlier this week, hosting the commemoration of the 50th anniversary of the 1956 Hungarian uprising, and for delivering a magnificent address on that occasion.

The Hungarian uprising in 1956 has some serious lessons for us. Not only in terms of the passionate commitment that people have to free and open societies, their willingness to undertake a struggle for living in *free* and open societies at an enormous cost, but also that success doesn't come instantaneously.

LANTOS:

The '56 uprising, despite the heroism of gigantic proportions of the freedom fighters, ended in defeat.

It was a temporary defeat. And it was followed in 1989 by the collapse of the Iron Curtain, the opening up of Central and Eastern Europe, the integration of these countries into both NATO and the European Union.

And those who seem to have no patience with the long struggle for democracy and freedom would do well to reread the history of the uprising in '56 and its final culmination in ultimate victory in 1989.

~~Madam~~ Secretary, the events of 2005 have been momentous. They bring to mind the words of one of your predecessors, Dean Acheson, when he was asked to describe foreign policy.

As you recall, he said, "It's one damn thing after another."

~~FOUO~~

April 17, 2006

TO: Stephen J. Hadley
CC: Vice President Richard B. Cheney
The Honorable Dr. Condoleezza Rice
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Speech by Newt Minow

If you have not yet read this speech on communications by Newt Minow, given as the Morrie Liebman lecture in 2002 at Loyola University, it is ~~worth~~ reading.

Thanks.

Attach. June 4, 2002 *Congressional* Record entry by Henry Hyde

DHR:dh
041706-29

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350.001

17 Apr 06

~~FOUO~~

11-L-0559/OSD/57142



NEWTON MINOW'S "THE WHISPER OF AMERICA" -- HON. HENRY J. HYDE (Extensions of Remarks - June 05, 2002)

[Page: E952]

HON. HENRY J. HYDE
OF ILLINOIS
IN THE HOUSE OF REPRESENTATIVES
Tuesday, June 4, 2002

- Mr. HYDE. Mr. Speaker, recently the former Chairman of the Federal Communications Commission, Newton Minow delivered the Morris I. Liebman lecture at Loyola University in Chicago.
- Mr. Minow's address are entitled "The Whisper of America," and is focused on the need for the United States to significantly increase the resources it devotes to international broadcasting.
- I believe Mr. Minow makes a very thoughtful case for expanding our efforts in this area. In order that it may be available to a wider audience, and to call it to the attention of my colleagues, I ask unanimous consent that it be printed in the **RECORD**.

[Page: E9531]

- There being no objection, the material was ordered to be printed in the **RECORD**, as follows:

THE WHISPER OF AMERICA

In World War II, when the survival of freedom was still far from certain, the United States created a new international radio service, the Voice of America. On February 24, 1942, William Harlan Hale opened the German-language program with these words: "Here speaks a voice from America. Every day at this time we will bring you the news of the war. The news may be good. The news may be bad. We will tell you the truth."

My old boss, William Benton, came up with the idea of the Voice of America. He was then Assistant Secretary of State and would later become Senator from Connecticut. He was immensely proud of the Voice of America. One day he described the new VOA to FCCA Chairman David Sarnoff, the tough-minded and passionate pioneer of American broadcasting. Sarnoff noticed how little electronic power and transmitter scope the VOA had via short-wave radio, then said, "Benton, all you've got here is the whisper of America."

Although The Voice of America, and later other international radio services,

have made valuable contributions, our international broadcasting services suffer from miserly funding. In many areas of the world, they have seldom been more than a whisper. Today, when we most need to communicate our story, especially in the Middle East, our broadcasts are not even a whisper. People in every country know our music, our movies, our clothes, and our sports. But they do not know our freedom or our values or our democracy.

I want to talk with you about how and why this happened, and what we must do about it.

First, some history:

At first, the Voice of America was part of the Office of War Information. When the war ended, the VOA was transferred to the Department of State. With the beginning of the Cold War, officials within the government began to debate the core mission of the VOA: Was it to be a professional impartial news service serving as an example of press freedom to the world? Or was it an instrument of U.S. foreign policy, a strategic weapon to be employed against those we fight? What is the line between news and propaganda? Should our broadcasts advocate America's values--or should they provide neutral, objective journalism?

That debate has never been resolved, only recast for each succeeding generation. In August 1953, for example, our government concluded that whatever the VOA was or would be, it should not be part of the State Department. So we established the United States Information Agency, and the VOA became its single largest operation.

A few years ago, Congress decided that all our international broadcasts were to be governed by a bi-partisan board appointed by the President, with the Secretary of State as an ex-officio member.

This includes other U.S. international broadcast services which were born in the Cold War, the so-called "Freedom Radios." The first was Radio Free Europe, established in 1949 as a non-profit, non-governmental private corporation to broadcast news and information to East Europeans behind the Iron Curtain. The second was Radio Liberty, created in 1951 to broadcast similar programming to the citizens of Russia and the Soviet republics. Both Radio Free Europe and Radio Liberty were secretly funded by the Central Intelligence Agency, a fact not known to the American public until 1967, when the New York Times first reported the connection. The immediate result of the story was a huge controversy, because the radios had for years solicited donations from the public through an advertising campaign known as the Crusade for Freedom. Such secrecy, critics argued, undermined the very message of democratic openness the stations were intended to convey in their broadcasts to the closed, totalitarian regimes of the East.

In 1971, Congress terminated CIA funding for the stations and provided for their continued existence by open appropriations. The stations survived and contributed to American strategy in the Cold War. That strategy was simple: to persuade and convince the leaders and people of the communist bloc that freedom was better than dictatorship, that free enterprise was better than central planning, and that no country could survive if it did not respect human rights and the rule of law. Broadcasting into regimes where travel was severely restricted, where all incoming mail was censored, and all internal media were tools of state propaganda, Radio Free Europe and Radio Liberty communicated two messages that conventional weapons never could--doubt about the present and hope for the future.

They did ~~so~~ against repeated efforts by Soviet and East European secret police to sabotage their broadcast facilities, to create friction between the stations and their host governments, and even to murder the stations' personnel. In 1962, I personally witnessed an effort by Soviet delegates to an international communication conference in Geneva to eliminate our broadcasts to Eastern Europe. Because I was then Chairman of the Federal Communications Commission, the Soviets assumed I was in charge of these broadcasts. I explained that although this was not my department, I thought we should double the broadcasts.

Listening to the radios' evening broadcasts became a standard ritual throughout Russia and Eastern Europe. Moscow, no matter how hard it tried, could not successfully jam the transmissions. As a result, communism had to face a public that every year knew more about its lies. In his 1970 Nobel Prize speech, Aleksander Solzhenitsyn said of Radio Liberty, ``If we learn anything about events in our own country, it's from there." When the Berlin Wall fell, and soon after the Soviet Union crumbled, Lech Walesa was asked about the significance of Radio Free Europe to the Polish democracy movement. He replied, ``Where would the Earth be without the sun?"

Radio Free Europe and Radio Liberty continue to broadcast, from headquarters in downtown Prague, at the invitation of Valclav Havel. The studios are not guarded by tanks in the street to protect against terrorists.

With very little money, Congress authorized several new services: Radio Free Asia, Radio Free Iraq, Radio Free Iran, Radio and TV **A** Marti, Radio Democracy Africa, and World net, a television service that broadcasts a daily block of American news. After 9/11, Congress approved funding for a new Radio Free Afghanistan. What most people don't know is that this service is not new--Congress authorized funds for Radio Free Afghanistan first in 1985, when the country was under Soviet domination. Even the service was minimal--one half-hour a day of news in the Dari and Pashto languages. When the Soviets withdrew, we mistakenly thought the service was no longer needed. We dismantled it ~~as~~ the country plunged into chaos. We are finally beginning to

correct mistakes with a smart new service in the Middle East called "The New Station for the New Generation."

Indeed, as the Cold War wound down, we forgot its most potent lesson: that totalitarianism was defeated not with missiles, tanks and carriers, but with ideas--and that words can be weapons. Even though the Voice of America had earned the trust and respect of listeners for its accuracy and fairness, our government starved our international broadcasts. Many of the resources that had once been given to public diplomacy--to explaining ourselves and our values to the world--were eliminated. In the Middle East, particularly, American broadcasting is not even a whisper. An Arab-language radio service is operated by Voice of America, but its budget is tiny and its audience tinier--only about 1 to 2 percent of Arabs ever listen to it. Among those under the age of 30--60 percent of the population in the region--virtually no one listens.

As we fell mute in the Cold War's aftermath, other voices grew in influence.
AL JAZEERA

In the past few months, Westerners began to learn about Al Jazeera as a source of anti-American tirades by Muslim extremists and as the favored news outlet of both Osama bin Laden and the Taliban. The service had its beginnings in 1995, when the BBC withdrew from a joint venture with Saudi-owned Orbit Communications that had provided news on a Middle East channel. The BBC and the Saudi government clashed over editorial judgments, and the business relationship fell apart. Into the breach stepped a big fan of CNN, Qatar's Emir, Sheikh Hamed bin Khalifa Al Thani. He admired CNN's satellite technology and decided to bankroll a Middle East satellite network with a small budget. He hired most of the BBC's anchors, editors and technicians, and Al Jazeera was born. Jazeera means "the peninsula" in Arabic, and the name is fitting. Just as Qatar is a peninsula, the station's programming protrudes conspicuously into the world of state-controlled broadcasting in the Middle East. Several commentators, including many Arabs, have sharply criticized the service for being unprofessional and biased. CNN and Al Jazeera had a dispute this year and terminated their cooperative relationship.

Well before September 11, Al Jazeera had managed to anger most of the governments in its own region. Libya withdrew its ambassador from Qatar when Al Jazeera broadcast an interview with a critic of the Libyan government. Tunisia's ambassador complained to the Qatari foreign ministry about a program accusing Tunisia of violating human rights. Kuwait complained after a program criticized Kuwait's relations with Iraq. In Saudi Arabia, officials called for a "political fatwa" prohibiting Saudis from appearing on any Al Jazeera programming. In March 2001, Yasser Arafat closed Al Jazeera's West Bank news bureau, complaining of an offensive depiction of Arafat in a documentary. Algeria shut off electricity to prevent its

citizens from watching Al Jazeera's programs. Other countries deny Al Jazeera's reporters entry visas.

And of course, our own country has plenty to complain about Al Jazeera.

Al Jazeera came to our notice first because a 1998 interview with Osama bin Laden called upon Muslims to "target all Americans." Al Jazeera broadcast the tape many times. As the only network with an office in Afghanistan, Al Jazeera was the only one the Taliban allowed to broadcast from the country. On October 7, 2001, the network's Kabul office received a videotape message from Osama bin Laden, which it transmitted around the world. Hiding in caves, Osama could still speak to the world in a voice louder than ours because we allowed our story to be told by our enemies.

Forty years ago, I accompanied President Kennedy on a tour of our space program facilities. He asked me why it was so important to launch a communications satellite. I

[Page: E9541

said, "Mr. President, unlike other rocket launches, this one will not send a man into space, but it will send ideas. And ideas last longer than people do."

I never dreamed that the ideas millions of people receive every day would come from Al Jazeera.

THE GLOBAL MEDIA MARKETPLACE

Whatever one thinks of Al Jazeera, it teaches an important lesson: The global marketplace of news and information is no longer dominated by the United States. Our own government, because it has no outlet of its own in the area, is looking into buying commercial time on Al Jazeera to get America's anti-terrorism message out. And because of privatization and deregulation in the international satellite business, a huge number of Americans now have direct access to Al Jazeera through the EchoStar satellite service.

The point is simply this: Whether the message is one of hate or peace, in the globalized communications environment it is impossible either to silence those who send the message, or stop those who want to receive it. Satellites have no respect for national borders. Satellites surmount walls. Like Joshua's Trumpet, satellite blow walls down.

That was the last lesson of the Cold War. In Beijing, the Chinese government would not begin its brutal sweep through Tianamen Square until it thought the world's video cameras were out of range. In Manila, Warsaw and Bucharest, dissenters first captured the television station--the Electronic Bastille of modern revolutions. In Prague, a classic urban rebellion became a revolution through television. The Romanian revolution was not won until television showed pictures of the Ceauscescus' corpses and scenes of rebels

controlling the square in Bucharest. In the final days of the Soviet Union, the August 1991 coup against President Mikhail Gorbachev failed when video of the supposedly ill president was broadcast by satellite around the world. Those satellites, Gorbachev later said, "prevented the triumph of dictatorship." Now, we have the newer technologies of the internet and e-mail--technologies the Voice of America and the Freedom Radios use with enthusiasm without adequate support.

What we have failed to realize is that the last lesson of the Cold War is also the first lesson of the new global information age. We live now in a world where we are the long superpower, and the target of envy and resentment not just in the Middle East but elsewhere. Terror is now the weapon of choice.

But if you believe we are only in a war against terrorism, you are only half-right. Nation-states can sponsor terrorism and provide cover to terrorists, but the war against terrorism is asymmetric. This is my friend Don Rumsfeld's favorite word--asymmetric. This means that war is not waged by a state against another state *per se*, but against an ideology. Think of the campaign of the past few months. The enemy has been a band of religious zealots and the Al-Qaida terrorists they harbor, not the people of Afghanistan. President Bush has been emphatic and effective on this point, as have Prime Minister Tony Blair and other world leaders.

Asymmetry also refers to the strategies and tactics used by those who cannot compete in a conventional war. In an asymmetric war, it is not enough to have Air Forces to command the skies, Navies to roam the seas, or Armies to control mountain passes. Although the Cold War led to staggering advances in military technology to win the battles, there is not a corresponding change in our government's use of communications technology to win the peace.

Asymmetry, in other words, is not limited to what happens on the battlefield. While U.S. Special Operations forces in Afghanistan use laptops and satellites and sophisticated wireless telecommunications to guide pilots flying bombing missions from aircraft carriers in the Arabian Sea, we still use obsolete, clumsy and primitive methods, such as short-wave radio, to communicate to the people.

Here is another incongruity: American marketing talent is successfully selling Madonna's music, Pepsi Cola and Coca Cola, Michael Jordan's shoes and McDonald's hamburgers around the world. Our film television and computer software industries dominate their markets worldwide. Yet, the United States government has tried to get its message of freedom and democracy out to the 1 billion Muslims in the world and can't seem to do it. How is it that America, a nation founded on ideas--not religion or race or ethnicity or clan--cannot explain itself to the world?

In the months since September 11, Americans have been surprised to learn

of the deep and bitter resentment that much of the Muslim world feels toward **us**. Our situation is not just a public relations problem. Anyone who has traveled the world knows that much anti-American sentiment springs from disagreements with some of our economic and foreign policies. Our support of authoritarian regimes in the Muslim world has not endeared us to the people who live there. And there is no more poisonous imagery than that of Palestinians and Israelis locked in mortal and what seems to be never-ending combat.

Still, the United States has an important story to tell, the story of human striving for freedom, democracy and opportunity. Since the end of the Cold War, we have failed to tell that story to a world waiting to hear it on the radio and see it on television. We have failed to use the power of ideas.

Within days of the Taliban's flight from Kabul, television was back on the air in the country. The Taliban had not only banned television broadcasts, but confiscated and destroyed thousands of TV sets. They hung the smashed husks of **TV** sets on light poles, along with videocassettes and musical instruments, as a warning to anyone who might try to break the regime's reign of ignorance. And yet no sooner were the Taliban driven from the city than hundreds of **TV** sets appeared from nowhere. Even in the midst of a totalitarian, theocratic regime, there had been a thriving underground market for news and information. Television antennas were quickly hung outside of windows and on rooftops. The antennas are like periscopes, enabling those inside to see what is happening outside.

Where were we when those people needed us? Where were we when Al Jazeera went on the air? It was as if we put on our own self-created burka and disappeared from sight. The voices of America, the voices of freedom, were not even a whisper.

THE NEW CHALLENGE

I believe the United States must re-commit itself to public diplomacy--to explaining and advocating our values to the world. As Tom Friedman put it in his New York Times column not long ago: ``It is no easy trick to lose a PR war to two mass **murderers**--(**Osama bin Laden** and **Saddam Hussein**) but we've been doing just that lately. It is not enough for the White House to label them 'evildoers.' We have to take the PR war right to them, just like the real one."

There are two leaders of both parties who need our support in this fight for aggressive, vigorous public diplomacy. Illinois Republican Congressman Henry Hyde, chairman of the House International Relations Committee, wants to strengthen the Voice of America and the many Freedom Radio services that broadcast from Cuba to Afghanistan. Democratic Senator Joseph **Biden**, Chairman of the Senate Foreign Relations Committee, is on the same page. He has developed legislation known as ``Initiative 911" to give special

emphasis to more programming for the entire Muslim world, from Nigeria to Indonesia. In November, Congress finally set aside \$30 million to launch a new Middle East radio network. The AM and FM broadcasts (not short wave) will offer pop music--American and Arabic--along with a mix of current events and talk shows. The proposal to fund Radio Free Afghanistan is for **\$27.5** million this year and next, and will allow about 12 hours a day of broadcasting into the country. The goal is to make our ideas clear not just to leaders in the Muslim world, but to those in the street, and particularly the young, many of whom are uneducated and desperately poor, and among whom hostility toward the United States is very high.

These efforts are late and, in my view, too timid. They are tactical, not strategic. They are smart, not visionary. The cost of putting Radio Free Afghanistan on the air and underwriting its annual budget, for example, is less than even one Commanche helicopter. We have many hundreds of helicopters which we need to destroy tyranny, but they are insufficient to secure freedom. In an asymmetric war, we must also fight on the idea front.

Bob Schieffer put the issue well not long ago on CBS' ``Face the Nation": ``The real enemy is not Osama, it is the ignorance that breeds the hatred that fuels his cause." This is what we have to change. I realized what an enormous job that was going to be the other day when I heard a young Pakistani student tell an interviewer that everyone in his school knew that Israel was behind the attacks on the Twin Towers and everyone in his school knew all the Jews who worked there and stayed home that day.

What we have all come to realize now is that a large part of the world not only misunderstands us but is teaching its children to hate us. Steve Forbes, who once headed the Broadcasting Board of Governors, put the issue even more bluntly: ``Washington should cease its petty, penny-minded approach to our international radios and give them the resources and capable personnel to do the job that so badly needs to be done right..... What are we waiting for?"

THE PROPOSAL

What are we waiting for? I suggest three simple proposals. First, define a clear strategic mission and vision for **U.S.** international broadcasting. Second, provide the financial resources to get the job done. Third, use the unique talent that the United States has--all of it--to communicate that vision to the world.

First, and above all, U.S. international broadcasting should be unapologetically proud to advocate freedom and democracy in the world. There is no inconsistency in reporting the news accurately while also advocating America's values. The real issue is whether we will carry the debate on the meaning of freedom to places on the globe, where open debate is unknown and freedom has no seed. Does anyone seriously believe that the

twin goals of providing solid journalism and undermining tyranny are incompatible? As a people, Americans have always been committed to the proposition that these goals go hand in hand. As the leader of the free world, it is time for us to do what's right--to speak of idealism, sacrifice and the nurturing of values essential to human freedom--and to speak in a bold, clear voice.

Second, if we are to do that, we will need to put our money where our mouths are not.

[Page: E9551

We now spend more than a billion dollars each day for the Department of Defense. Results in the war on terrorism demonstrate that this is money well invested in our national security.

Whatever Don Rumsfeld says he needs should be provided by the Congress with pride in the extraordinary service his imaginative leadership is giving our country. As President Bush has proposed, we will need to increase the defense budget. When we do, let's compare what we need to spend on the Voice of America and the Freedom Radio services with what we need to spend on defense. Our international broadcasting efforts amount to less than two-tenths of one percent of Defense expenditures. Al Jazeera was started with an initial budget of less than \$30 million a year. Now Al Jazeera reaches some 40 million men, women and children every day, at a cost of pennies per viewer every month.

Congress should hold hearings now to decide what we should spend to get our message of freedom, democracy and peace into the non-democratic and authoritarian regions of the world. One suggestion is to consider a relationship between what **we** spend on defense with what we spend on communication. For example, should we spend 10 percent of what we spend on defense for communication? That would be \$33 billion a year. Too much. Should we spend 1 percent? That would be \$3.3 billion, and that seems about right to me--one dollar to launch ideas for every \$10 we invest to launch bombs. This would be about six times more than we invest now in international communications. We must establish a ratio **sufficient** to our need to inform and persuade others of the values of freedom and democracy. More importantly, we should seek a ratio sufficient to lessen our need for bombs.

Third, throwing money alone at the problem will not do the job. We need to use all of the communications talent we have at our disposal. This job is not only for journalists. As important as balanced news and public affairs programming are to our public diplomacy mission, the fact is that we are now in a global information marketplace. An American news source, even a highly professional one like the VOA, is not necessarily persuasive in a market of shouting, often deceitful and hateful voices. Telling the truth in a persuasive,

convincing way is not propaganda. Churchill's and Roosevelt's words--
"never was **so much** owed by **so many** to **so few**"--'The only thing we
have to fear is fear itself"--were as powerful as a thousand guns.

When Colin Powell chose advertising executive Charlotte Beers **as** Under Secretary of State for public diplomacy and public affairs, some journalists sneered. You cannot peddle freedom as you would cars and shampoo, went the refrain. That is undoubtedly **so**, and Beers has several times said as much herself. But you can't peddle freedom if no one is listening, and Charlotte Beers is a master at getting people to listen--and to communicate in terms people understand.

So was another visionary in this business, Bill Benton. Before he served as Assistant Secretary of State, Benton had been a founding partner in one of the country's largest and most successful advertising firms, Benton and Bowles. To win the information war, we will need the Bentons and Beers of this world every bit as much as we will need the journalists. We have the smartest, most talented, and most creative people in the world in our communications industries--in radio, television, film, newspapers, magazines, advertising, publishing, public relations, marketing. These men and women want to help their country, and will volunteer eagerly to help get our message across. One of the first people we should enlist is a West Point graduate named Bill Roedy, who is President of MTV Networks International. His enterprise reaches one billion people in 18 languages in 164 countries. Eight out of ten MTV viewers live outside the United States. He can teach **us** a lot about how to tell our story.

In 1945, a few years after the **VOA** first went on the air, the newly founded United Nations had 51 members. Today it has 189. In the last decade alone, more than 20 countries have been added to the globe, many of them former Soviet republics, but not all. Some of these new countries, **as** with the Balkan example, have been cut bloodily from the fabric of ethnic and religious hatred. Some of these countries are nominally democratic, but **many**--especially in Central Asia--are authoritarian regimes. Some are **also** deeply unstable, and thus pose a threat not only to their neighbors, but to the free world. Afghanistan, we discovered too late, is a concern not only to its region, but to all of us.

In virtually every case, those whose rule is based on an ideology of hate have understood better than we have the power of ideas and the power of communicating ideas. The bloodshed in the Balkans began with hate radio blaring from Zagreb and Belgrade, and hate radio is still common in the region today. The murder of **2 million Hutus** and Tutsis in central Africa could not have happened but for the urging of madmen with broadcast towers at their disposal. The same has been true of ethnic violence in India and Pakistan.

I saw this first hand in the Cuban Missile Crisis of 1962. President Kennedy asked me to organize eight American commercial radio stations to carry the Voice of America to Cuba because the VOA was shut out by Soviet jamming. We succeeded, and President Kennedy's speeches were heard in Spanish in Cuba at the height of the crisis. As we kept the destroyers and missiles out of Cuba, we got the Voice of America in because we had enough power to surmount the jamming. On that occasion, our American broadcasts were more than a whisper.

Last spring--well before the events of September 11--Illinois Congressman Henry Hyde put the need eloquently. I quote him: ``During the last several years it has been argued that our broadcasting services have done their job so well that they are no longer needed. This argument assumes that the great battle of the 20th century, the long struggle for the soul of the world, is over: that the forces of freedom and democracy have won. But the argument is terribly shortsighted. It ignores the people of China and Cuba, of Vietnam and Burma, of Iraq and Iran and Sudan and North Korea and now Russia. It ignores the fragility of freedom and the difficulty of building and keeping democracy. And it ignores the resilience of evil."

Fifty-eight years ago, Albert Einstein returned from a day of sailing to find a group of reporters waiting for him at the shore. The reporters told him that the United States had dropped an atomic bomb on Hiroshima, wiping out the city. Einstein shook his head and said, ``Everything in the world has changed except the way we think."

On September 11 everything changed except the way we think. It is hard to change the way we think. But we know that ideas last longer than people do, and that two important ideas of the 20th century are now in direct competition: the ideas of mass communication and mass destruction. The great question of our time is whether we will be wise enough to use one to avoid the other.

END

[THOMAS Home](#) | [Contact](#) | [Accessibility](#) | [Legal](#) | [FirstGov](#)

~~FOUO~~

April 17, 2006

TO: AMB Tom Miller

FROM: Donald Rumsfeld *DR*

SUBJECT: Barnevik Information

Attached is Percy Barnevik's contact information. Please give him a call and tell him I gave you copies of his material so you could be familiar with what he is doing.

Regards,

P.S. Good match!

Attach. Barnevik information

DHR:dh
041706-26

.....

230.02

17 APR 06

~~FOUO~~

11-L-0559/OSD/57154

OSD 06153-06



4/18/2006 8:35:35 AM

(b)(6)

Full Name: Percy Barnevik
Last Name: Barnevik
First Name: Percy

Business Address: (b)(6)

Business: (b)(6)
Home:
Business Fax:

E-mail: lena.lundgren@investorab.com
E-mail Display As: Percy Barnevik (lena.lundgren@investorab.com)

As of 2/21/06

Home:

(b)(6)

Assistant: Lena Lundgren



Barnevik Percy
CV.doc (48 KB)

~~FOUO~~

April 19, 2006

TO Eric Edelman
FROM Donald Rumsfeld *DR*
SUBJECT: Article 98 Exemptions

We need to ~~get~~ the restrictions from the International Criminal Court Article 98 issue ~~arranged~~ so that we can give exemptions to the Latin American countries we choose to give exemptions to.

Please come up with a plan as to how we will get that accomplished.

Thanks.

Attach: 4/17/06 CNO memo to SecDef

DSRLas
041905-20

.....
Please Respond By 05/16/06

~~FOUO~~

OSD 06167-06



5/26/2006 1 32 18 PM

11-L-0559/OSD/57156

Latin America

19 Apr 06

17 Apr 06



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

IN REPLY REFER TO

APR 17 2006

MEMORANDUM FOR SECRETARY OF DEFENSE

Subj: MAINTAINING ENGAGEMENT WITH LATIN AMERICA

1. Despite the leftward tilt of recent elections in South America, the desire to maintain and enhance military-to-military ties in this hemisphere remains strong. In recent discussions with 13 of my naval counterparts, I was struck by their largely common chorus - concerns about Chavez, a strong push to work with us, and a belief that U.S. engagement is often a required catalyst to enable their states to work with one another.
2. My counterparts believe that Chavez must be dealt with carefully, but most expect he will probably be only a temporary problem. They were heartened by our differentiation in dealings with Chavez and Morales, and our recognition that political shifts to the left did not perforce mean "anti-American." Surprisingly, the Venezuelan CNO toned down his presentation to the group, putting forth a decidedly less politicized stance than had been prepared in Caracas. I responded to this step by speaking with him informally, underscoring the importance of long-term ties between our militaries and laying the groundwork for a more direct dialogue should the need arise.
3. A common complaint was that Latin American desires to maintain close military-to-military ties were being stymied by restrictions due to the International Criminal Court. With their politicians unwilling or unable to pursue Article 98 exemptions for U.S. forces, their militaries were often blocked from engaging with us. The loss of International Military Education and Training, and other training opportunities were cited frequently as exacting a high cost. I acknowledged the challenge of addressing this problem and our desire to find ways to work closely with our friends and partners.
4. Several CNOs welcomed the current Caribbean deployment of USS GEORGE WASHINGTON (CVN 73) as a sign of continued U.S. commitment to the region. They said key exercises with the U.S. - like UNITAS and PANAMEX - made it possible for many of their navies to work together, stressing that absent our involvement it was often politically impossible to conduct exercises with their neighbors (even when it was understood such operations would be mutually beneficial). An exception to this is Argentina and Chile. Both have moved stridently forward to create a relationship unimaginable ten years ago.
5. Finally, I want to highlight a very positive step the Argentine Navy, led by ADM Godoy, to come to terms with the role it played in domestic political repression. It is the first service there to publicly apologize for its actions. Dealing effectively with such

OSD 06167-06



4/18/2006 10:48:31 AM

11-L-0559/OSD/57157

Subj: MAINTAINING ENGAGEMENT WITH LATIN AMERICA

“recent history” will help restore greater confidence in the militaries in these democracies. The Chilean Navy faces the same challenge (its flagship training vessel was used by Pinochet as a torture site), but has not yet acted.

VR .



**M. G. MULLEN
Admiral, U.S. Navy**

**copy to:
DEPSECDEF
SECNAV
SOUTHCOM**

TAB A

~~FOUO~~

March 27, 2006

TO: Gen Pete Pace
CC: Eric Edelman
Sieve Cambone

FROM: Donald Rumsfeld *DR*

SUBJECT Potential Espionage

The report on captured documents the Department released suggests there may have been an espionage operation inside CENTCOM prior to the war. It feels like something we should try to get a better sense of.

Please let me know what you think.

Thanks.

DHR dh
032706-06

.....
Please Respond By 04/13/06

~~FOUO~~

Tab A

OSD 06210-06



11-L-0559/OSD/57159

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27 made

~~FOUO~~

April 05, 2006

TO: Eric Edelman
CC: Gen Pete Pace
Gordon England
LTG Skip Sharp
Ryan Henry

FROM: Donald Rumsfeld

DR

SUBJECT: Full Re-write of the UCP

We had a good meeting yesterday on **the Unified Command Plan (UCP)**. **This is** an area in which we need to do **some** creative thinking.

Please **work** with Pete Pace to **do** the following:

- Initiate a full **re-write** of the UCP to pick **up** the major items we discussed -
- Africa, Humanitarian Operations, Kazakhstan, etc. -- and have it **to me** by
June 7.
- Prepare *two to three* "new models" for **the UCP** for presentation and
discussion by June 7.

Be bold!

Thanks.

DRR:JH
140406-03

Please Respond By 06.07.06

~~FOUO~~

11-L-0559/OSD/57160

OSD 06225-06



4400006 040001 111

~~FOR OFFICIAL USE ONLY~~

INFO
ACTION MEMO



DSD
USD(P) *Eric S. Fossler*

APR 17 2006

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, Principal Deputy Under Secretary of Defense for Policy

SUBJECT: Way Ahead on Global Command Structures

- On 5 April, you asked Policy, working with the Joint Staff, to develop some bold ideas on the UCP (note attached).
- We have some ideas and will develop them further with the Joint Staff as well as outside sources (e.g., Wayne Downing, Newt Gingrich, John Hamre, Richard Myers, Joseph Raylston, and Larry Welch).
- We will come back to you in June with 1.) a proposed re-write of the UCP and 2.) new models for command structures.

Attachment: As stated.

Prepared by: LTC Tom Cosentino and Ms. Lesley Young, OUSD(P)- Policy Planning (b)(6)

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/57161



4/19/2006 8:40:36 AM

~~FOUO~~

April 05, 2006

TO: Eric Edelman
CC: Gen Pete Pace
Gordon England
LTG Skip Sharp
Ryan Henry

FROM: Donald Rumsfeld

D.A.

SUBJECT: Full Re-write of the UCP

We had a good meeting yesterday on the Unified Command Plan (UCP). This is an area in which we need to do some creative thinking.

Please work with Pete Pace to *do* the following:

- Initiate a full re-write of the UCP to pick up the major items we discussed -
- Africa, Humanitarian Operations, Kazakhstan. etc. -- and have it to me by June 7
- Prepare two to three "new models" for the UCP for presentation and discussion by June 7.

Be hold!

Thanks.

DRR:dh
04/05/06

.....
Please Respond By 06-07-06

~~FOUO~~

11-L-0559/OSD/57162



~~FOUO~~

040406-10

April 04, 2006

TO Ryan Henry

CC Gen Pete Pace
Eric Edelman

FROM: Donald Rumsfeld 

SUBJECT: Rank-Ordering of Word Usage

Thanks for sending this along. It is interesting. What other uses could we make of this technique? You might share it with Newt Gingrich and see what he thinks.

Thanks.

Attach. Rank-Ordering of Word Usage in QDR '06

DHL:dh
040406-10


.....
Please Respond By April 20, 2006

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4/19/2006 11:52:27 AM

~~FOUO~~

04-J4-JJ P44:06 IN 

RANK-ORDERING OF WORD USAGE IN OSD '06

The, and, of, to, a....

47-joint

57-Iraq

60-long war

69-Afghanistan

76-terrorist

85-humanitarian

90-homeland

118-special forces

145-irregular

160-non-state

181-biological

215-WMD

220-asymmetric

264-civil

274-police

308-Al Qaida

346-hurricane

401-intelligence

414-nuclear

445-shaping

489-networks

497-extremists

541-earthquake

608-Islam

616-Katrina

674-tsunami

712-unmanned

770-language

785-launch

850-clandestine

922-ships

992-stabilization

1036-Pakistan

1082-airlift

1098-training

1111-NATO

1144-missiles

1171-narcoterrorists

1236-low visibility

INFO MEMO

DSD
USD(P) *852 (P) (USDP)*

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy *John Geis*

APR 18 2006

SUBJECT: Rank-Ordering of Word Usage

- As you suggested in your snowflake on 4 April, 2006, I sent Newt Gingrich the rank-ordering of word usage for the QDR and asked for his thoughts on how we might further use this technique (TAB A). I look forward to hearing his suggestions.
- I feel this technique could be useful in a number of areas. For example, we could use this procedure to develop metrics for measuring the success of our strategic communications effort.
 - By analyzing speeches, articles, press releases, and major policy documents we could measure how our message is currently being transmitted, how points of emphasis have changed over time, and how others might perceive our message.
 - By reviewing subsequent press reports we can evaluate how successful we are in getting our message across.
- The first step would be to develop a list — to be updated regularly — of 50 key words to measure, based on key concepts and objectives for the Department of Defense and the USG. This would serve as our frame of reference for evaluating the concepts being communicated.
- I have discussed this approach with Larry Di Rita and Eric Ruff. I will keep you informed of our progress in this effort.

COORDINATION: None.

Attachment: As Stated.

Prepared by: John Geis, PDUSDP, (b)(6)

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4/19/2006 11:53:53 AM




* 0 6 / 0 0 4 2 2 7 - E S *

11-L-0559/OSD/57165

~~FOUO~~

040406-10

April 04, 2006

TO: Ryan Henry
CC: Gen Pete Pace
Eric Edelman
FROM: Donald Rumsfeld 
SUBJECT Rank-ordering of Word Usage

Thanks for sending this along. It is interesting. What other uses could we make of this technique? You might share it with Newt Gingrich and see what he thinks.


Thanks.

Attach. Rank-Ordering of Word Usage in QDR '06

DHR:dh
040406-10

.....
Please Respond By April 20, 2006

~~FOUO~~

04-04-06 P04:06  IN



POLICY

**PRINCIPAL DEPUTY UNDER SECRETARY
OF DEFENSE
2100 DEFENSE PENTAGON
WASHINGTON, D. C. 20301-2100**

April 7, 2006

Mr. Newt Gingrich
The Gingrich Group
5555 Glenridge Connector, Suite 200
Atlanta, GA 30342

Newt,

Sec Def suggested that we get your thinking on the attached results of a word analysis applied to the 2006 Quadrennial Defense Review. The analysis methodology uses a basic word search of the entire document that rank-orders each word by the frequency of its occurrence.

Sec Def was interested if you thought this approach was of value and if you saw other worthwhile applications.

On a personal note, I am also including a recent article on how DOD could organize itself for irregular warfare. I found it particularly interesting and would appreciate your thoughts.

Sincerely,



Ryan Henry

QDR Word Usage Comparison - 2001 vs 2006

<u>Word</u>	<u>2001 Usage Rank</u>	<u>2006 Usage Rank</u>	<u>Change (2001 -> 2006)</u>
Long war	--	60	2940
Afghanistan	--	69	2931
Humanitarian	--	85	2915
Special forces	--	118	2882
Irregular	--	145	2855
Police	--	274	2726
Al Qaida	--	308	2692
Hurricane	--	346	2654
Extremists	--	497	2503
Earthquake	--	541	2459
Shaping	2887	445	2442
Iraq	2466	57	2409
Islam	--	608	2392
Katrina	--	616	2384
Tsunami	--	674	2326
Clandestine	--	850	2150
Networks	2605	489	2116
Stabilization	--	992	2008
Ships	2896	922	1974
Pakistan	--	1036	1964
Narcoterrorists	--	1171	1829
Low visibility	--	1236	1764
Language	2488	770	1718
Launch	2491	785	1706
Stealth	2949	1408	1541
NATO	2594	1111	1483
Tribesmen	--	1538	1462
Vaccines	--	1553	1447
Religious	--	1631	1369
Radiological	2759	1616	1143
SOCOM	--	1890	1110
Non-state	777	160	617
Terrorist	678	76	602
WMD	688	215	473
Biological	595	181	414
Nuclear	649	414	235
Airlift	1285	1082	203
Joint	90	47	43
Homeland	130	90	40
Asymmetric	243	220	23
Space	1667	1770	-103
Civil	134	264	-130
Unmanned	576	712	-136
Intelligence	71	401	-330
Submarine	673	1401	-728
Missiles	232	1144	-912
Training	112	1098	-986
Surveillance	236	1427	-1191
Reconnaissance	442	1639	-1197

11-L-0559/OSD/57168

INDEXING OF WORD USAGE IN GDS '06

The, and, of, to, a....

47 - joint

57 - Iraq

60 - long war

69 - Afghanistan

76 - terrorist

85 - humanitarian

90 - homeland

118 - special forces

145 - irregular

160 - non-state

181 - biological

215 - WMD

220 - asymmetric

264 - civil

274 - police

308 - Al Qaida

346 - hurricane

401 - intelligence

414 - nuclear

445 - shaping

489 - networks

497 - extremists

541 - earthquake

608 - Islam

616 - Katrina

674 - tsunami

712 - unmanned

770 - language

785 - launch

850 - clandestine

922 - ships

992 - stabilization

1036 - Pakistan

1082 - airlift

1098 - training

1111 - NATO

1144 - missiles

1171 - narcoterrorists

1236 - low visibility

~~FOUO~~

January 13, 2006

I-06/000606
ES-5083

TO: Eric Edelman

c c : Gen Pete Pace
Tina Jonas
Gordon England

FROM: Donald Rumsfeld

DA

SUBJECT: Types of Equipment to Leave Behind

We simply have to get the information as to what kinds of equipment we might want to leave the Afghan Government, the Iraqi Government, as well as some of our Coalition partners who have been assisting. We also need to know what we would like our Coalition partners to leave for the Afghan and Iraqi Governments -- for their armed forces.

Please assign this ~~task~~ and get back to me,

Thanks,

DHRss
01130613

.....
Please Respond By 02/14/06

~~FOUO~~

OSD 06281-06



4/19/2006 11:55:55 AM

17-01-06 07:19 17

11-L-0559/OSD/57170

APP 14 2006

INFO MEMO

DSD

USD(P)

APR 18 2006

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) APR 14 2006

SUBJECT: Types of Equipment to Leave Behind

- You asked about leaving behind U.S. or Coalition equipment for the armed forces of Afghanistan and Iraq, as well as possibly donating U.S. equipment to Coalition partners who have assisted in those countries.
- There are adequate authorities for transferring equipment left behind, including those added by Senator Warner in the FY06 Defense Authorization Act.
 - MNF-I has the authority to transfer up to \$2 million of support equipment (e.g., generators, barriers) per Forward Operating Base (FOB), and to do so for 53 FOBs. To date, \$4.9 million of such equipment at 14 FOBs has been transferred to Iraq.
- Transition planning for the U.S. security relationships with Iraq and Afghanistan should address the types and quantities of equipment to leave behind as part of a comprehensive, long-term, strategy for equipping the Iraqi and Afghani armed forces.
 - This equipping strategy should account for the possibility of Coalition partners donating equipment to the Iraqi or Afghani armed forces and the effect of such donations on their interoperability with U.S. forces.
 - o For Afghanistan, USCENTCOM's Army Component Commander, General Whitcomb, is identifying equipment that may be left behind.
 - o For Iraq, MNSTC-I has been tasked with generating a list of requirements that left-behind U.S. or Coalition equipment might satisfy. MNSTC-I plans to buy 1,067 Level II (add-on armor) HMMWVs from U.S. stocks in theater.
 - o The Military Departments own the equipment.
 - This equipping strategy should also account for equipment in the pipeline.
 - OSD Policy and the Joint Staff are preparing policy ~~decisions~~ to guide this planning for Iraq (e.g., our long-term security relationship and the shape of Iraq's armed forces).

Attachment:

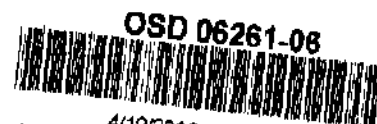
TAB A - Coordination Sheet

Prepared by: Shawn Steene, ISA NES-A-Northern Gulf (b)(6)



~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/57171



4/19/2006 11:57:27 AM

~~FOUO~~

January 13, 2006

I-06/000606
ES-5083

TO: Eric Edelman
cc: Gen Pete Pace
Tina Jonas
Gordon England

FROM: Donald Rumsfeld

D.R.

SUBJECT Types of Equipment to Leave Behind

We simply have to get the information as to what kinds of equipment we might want to leave the Afghan Government, the Iraqi Government, as well as some of our Coalition partners who have been assisting. We also need to know what we would like our Coalition partners to leave for the Afghan and Iraqi Governments -- for their **armed** forces.

Please assign this **task** and get back to me.

Thanks.

DEIR:ss
011306-13

.....
Please Respond By 02/14/06

~~FOUO~~

11-01-06 07:19 11

11-L-0559/OSD/57172

POLICY COORDINATION SHEET

Subject: Types of Equipment to Leave Behind in Iraq (~~FOUO~~)

I-Number: 06/000606

Title/Organization	Name	Date
Dep. Dir. / DRSO	Joe Benkert	21 March 2006
Div. Chief / JCS J-4	COL Robin Stauffer	21 March 2006
Iraq Planner / JCS J-5	COL Mike Skardon	21 March 2006
Prin. Deputy / OGC	Dan Dell'Orto	30 March 2006

~~FOUO~~

March 01, 2006

I-06/002691
ES-5292

TO: Eric Edelman

FROM Donald Rumsfeld *DR*

SUBJECT: Colombian MOD's Idea

In yesterday's meeting with the Defense Minister of Colombia, he urged us to have a greater presence in Latin America That seems to make sense.

Please come up with a plan to encourage that in terms of DoD people and other Cabinet Officers.

Thanks.

DHR
030106-03

.....
Please Respond By 03/23/06

~~FOUO~~

11-L-0559/OSD/57174

OSD 06275-06



4/19/2006 12:31:04 PM

Latin America

Harold

FOUO

April 20, 2006

TO: William Winkenwerder

CC: Gordon England
Gen Pete Pace
David Chu

FROM: Donald Rumsfeld

D.R.

SUBJECT: Smallpox Vaccinations

Thanks for the information on the death potentially resulting from a smallpox vaccination. You say we have given almost a million smallpox vaccinations in the military since 2002 -- who is receiving them? Are they voluntary or mandatory?

How do the smallpox vaccinations compare to the anthrax vaccinations in terms of numbers -- voluntary vs. mandatory, and the potential vs. actual side effects manifested?

Thanks.

Attach. 4/11/06 USD(P&R) memo to SecDef (OSD 06357-06)

DHR:dh
04-2006-13

.....
Please Respond By 05/11/06

FOUO

11-L-0559/OSD/57175

OSD 06357-06



5/11/2006 3 13 20 PM



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

HEALTH AFFAIRS

INFO MEMO

APR 11 2006

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: *William Winkenwerder, Jr.*
William Winkenwerder, Jr., MD, ASD (Health Affairs)

SUBJECT: Smallpox Vaccination may be Linked to Soldier Death

- On December 4, 2005, a 26-year-old soldier at Fort Bragg was found unresponsive in his room. Despite resuscitative efforts the soldier died at Womack Army Medical Center, and an autopsy revealed inflammation of his heart muscle (myocarditis).
- The soldier received smallpox vaccination on November 18, 2005, and the Army's initial assessment suggests the relationship of smallpox vaccination to his death is "possible." Further investigation will determine if this should be upgraded to "probable."
- The Vaccine Healthcare Centers at Fort Bragg and Walter Reed Army Medical Center continue to investigate whether smallpox vaccine contributed to the death. Multiple specialty laboratory tests have been performed but not all the tests are complete at this time.
- The soldier's family received a status report on the investigation by telephone on April 6, 2006.
- Since December 2002, DoD has screened 1,080,000 personnel and given smallpox vaccine to 995,000.
- 114 other cases of myocarditis, occurring the second week after smallpox vaccination, have been identified. No deaths are associated with these incidents and patients evaluated recovered heart function as measured by various metrics. Other causes of myocarditis include parvovirus and influenza virus infections.
- I will continue to forward information as details develop.

COORDINATION: USD P&R *David L. Brown*

Prepared by: COL Joseph Pisciotta, OASD (HA) (b)(6) DOCS Open 104794

OSD 08357-06

11-L-0559/OSD/57176





THE ASSISTANT SECRETARY OF DEFENSE

10X DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

INFO MEMO

HEALTH AFFAIRS

MAY 10 2006

FOR SECRETARY OF DEFENSE

FROM: William Winkenwerder, Jr., MD, ASD (Health Affairs)

SUBJECT: Response to Smallpox Vaccinations Snowflake, April 20, 2006 (TAB A)

- Smallpox immunization is mandatory for designated DoD personnel, principally in Korea, Central Command, or full-time biodefense units, unless medically exempted.
 - o Between December 2002 and March 2006, 1,031,815 personnel received the smallpox vaccine out of 1,128,242 screened with about 8.5% (96,427) exemptions.
 - o Smallpox vaccine causes rare adverse events, such as heart muscle inflammation (1:7,000 primary vaccinees). Historically, 1 to 2 deaths per million is expected. The DoD program has had few severe reactions, due in large part to the screening process. But it is likely that 2 deaths were related to vaccinations.
 - o A domestic-focused expansion of DoD policy is currently in preparation for consideration for those in high threat areas and for specified special mission units.
- A mandatory anthrax vaccination policy started on June 28, 2002 for deployed personnel to Central Command or Korea and full-time biodefense units. As a result of a court-ordered injunction, since lifted, the department is operating under a restricted voluntary program.
 - o Between March 1998 and March 2006, 1.5 million personnel received doses of anthrax vaccine. Mild injection-site reactions, such as redness, swelling, and tenderness, can occur. Other side effects include headaches, fatigue, and muscle or joint pain.
 - o The National Academy of Sciences concluded the anthrax vaccine is safe. To monitor rare or unexpected adverse events associated to any vaccine, DoD health care providers participate in the Vaccine Adverse Event Reporting System.
- Secretary England requested that I review all of our vaccination policies (smallpox, anthrax, avian influenza), and prepare a set of options and recommendations. This policy is in development and will be completed by mid-Summer 2006.

COORDINATION: USD (P&R) *David V. C. Ch...* 11 May 06

Attachment: **As** stated

Prepared by: COL Ross, OASD (HA) (b)(6) DOCS Open 105900 105007

11-L-0559/OSD/57177

OSD 06357-06



5/11/2006 3 14 32 PM

~~FOUO~~

April 20, 2006

TO: William Winkenwerder

CC: Gordon England
Gen Pete Pace
David Chu

FROM: Donald Rumsfeld *DR*

SUBJECT: Smallpox Vaccinations

Thanks for the information on the death potentially resulting from a smallpox vaccination. You say we have given almost a million smallpox vaccinations in the military since 2002 -- who is receiving them? Are they voluntary or mandatory?

How do the smallpox vaccinations compare to the anthrax vaccinations in terms of numbers -- voluntary vs. mandatory, and the potential vs. actual side effects manifested?

Thanks.

Attach. 4/11/06 USD(P&R) memo to SecDef (OSD 06357-06)

DEIR.dh
042006-13

.....
Please Respond By 05/11/06

~~FOUO~~
11-L-0559/OSD/57178



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

HEALTH AFFAIRS

INFO MEMO

APR 11 2006

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: William Winkenwerder, Jr., MD, ASD (Health Affairs)

SUBJECT: Smallpox Vaccination may be Linked to Soldier Death

- On December 4, 2005, a 26-year-old soldier at Fort Bragg was found unresponsive in his room. Despite resuscitative efforts the soldier died at Womack Army Medical Center, and an autopsy revealed inflammation of his heart muscle (myocarditis).
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- I will continue to forward information as details develop.

COORDINATION: USD P&R

Prepared by: COL Joseph Pisciotto, OASD (HA) (b)(6) DOCS Open 104794

MA SD	4/20	SMADSD	
ESA SD	4/19	SA DSD	
EXEC SEC	4/19	175	4/20
ESR MA	4/19	STP DR	

11-L-0559/OSD/57179

OSD 06357-06





THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

INFO MEMO

HEALTH AFFAIRS

APR 17 2006

FOR SECRETARY OF DEFENSE

William Winkenwerder
1: William Winkenwerder, Jr., MD, ASI (Health Affairs)

SUBJECT: Follow-up on Comments from Dr. Henry Betts

- On February 17, Dr. Henry Betts wrote to you regarding his recent visit to the Walter Reed Army Medical Center (TAB A). You positively responded to his letter on February 21 (TAB B). Previously, we made arrangements for Dr. Betts' visit to the Military Severely Injured Center to discuss interagency efforts supporting injured Servicemembers (TAB C).
- Dr. Betts visited the Walter Reed Army Medical Center Amputee Clinic, where he met patients and staff in clinic and therapy. Dr. Betts commended the efforts to care for our injured members and their families as "impressive" and "commendable," and shared knowledge and insight from his extensive background in medicine and rehabilitative care.
- Specifically, he suggested evaluating DoD efforts to further optimize care and rehabilitation, and provide valuable lessons learned that could be shared with other agencies working similar issues and challenges.
- Lieutenant Colonel Paul Pasquina, Medical Director of the Amputee Program at Walter Reed Army Medical Center, has proposed such an evaluation.
- Dr. Chu has formed an Interagency Working Group to assess "Policies and Procedures on Assistance to Injured Service Members." I will ask that they evaluate LTC Pasquina's proposal in their efforts.
- We look forward to further discussions and interaction with Dr. Betts.

COORDINATION: USD (P&R)

David L. Chu - 14 Apr 06

Attachments:

As stated

Prepared by: Lt Col Ruscio, C&PP, (b)(6) DOCS Open 104143,102506

11-L-0559/OSD/57180

OSD 06382-06



4/19/2006 6:26:26 PM



Rehabilitation
Institute of
Chicago

345 East Superior Street
Chicago, Illinois 60611-4176
312 234-1000

**REPORT Visit of Doctor Henry Betts to Washington, DC/
6th-8th February 2006**

17th February 2006

Donald Rumsfeld
Secretary of Defense
1000 Defense Pentagon
Washington, DC 20301-1000

Dear Ron:

Bruce
My visit arranged through Doctor Winkenwerder was **exceptional**. I visited the Military Severely Injured Center **with** Commander David Julian and Lt. Col. **Paul** Ruscio and the Center for the Treatment of Amputees at the Walter Reed Medical Center.

Everyone I met **was** interesting, capable, organized, and – **as** a former Captain in the Marine Corps – I would say "*focused*", direct, and "*squared away*".

1) **The Military Severely Injured Center:**

Commander Julian presented an interesting briefing.

I was impressed that it exists to "*augment the service support programs to ensure seamless care as long as it takes*".

This is compelling and what I hope is a standard for **the** care given those wounded in our war for democracy in Iraq and Afghanistan.

OSD 02688-06

RUMSFELD/Page 2: 17" February 2006

As I know you realize, these men and women deserve to have assured services made available to them that mandate that they will be back in the community employed, and able to have a high quality of life. There will be exceptions where some actually can never have a job.

There might be severe logistical problems that would make it difficult, or even impossible, to have "*seamless care as long as it takes*".

Yet, without such care, the best "*acute rehabilitation care*" cannot alone lead the patient into society as a real participant and contributor with a suitable occupation.

In civilian life, this "*seamless care as long as it takes*" system would seem to be inadequate since 60% of people with disabilities are unemployed, which indicates that our system has "*failed*", though the **figures** from the Rehabilitation Institute of Chicago are better and almost all our patients do go home.

In civilian rehabilitation, the appearance of the HMOs and the present reimbursement system has had a terrible impact on our ability to accomplish the *total* goal. There is a markedly shortened length of stay possible for these patients (much less than in the military). At the Institute, we have set up a system that includes 35 "*satellites*", day rehabilitation, and outpatient care where patients can be followed once they leave here. In addition, I founded a program called the "*LIFE Center*", which is a communication core and a source of information, "*endowed*", for patients during their stay and after they are discharged (indefinitely) - "*seamless cure*". Since most of our patients come from Illinois, they will probably end up somewhere near one of our "*branches*" after they are discharged where they can be followed by our LIFE Center and by the original team that took care of them.

To do this is more complicated for your organization since a patient may be discharged from the acute-care setting to their hometown, which may or may not be near a VA center. I understand that it is possible to "*contract*" with a rehab center that is non-government if that is all that is available. Nonetheless, I know that the issue of keeping track of so many patients is difficult.

RUMSFELD/Page 3: 17th February 2006

The program indicated to me by Commander Julian is exceptional and I visited the area where people **work** the telephones and computers with inpatients, outpatients, **and** their families. It is impressive and I had explained *to me* the details that this service *is* willing *to deal with*, **all** very commendable.

I **was** surprised to find that **the** number of patients treated by the center in Arlington is relatively few and **was** told that the remaining ones, **of** which there are many, are being handled by the individual services; *that is*, Navy, Army, Marine **Corps**, and Air **Force**. I am not exactly **sure** how these "seamless care" operations **work** or **how** effectively. I know the people I met in Arlington are actually under the Department o f**Defense**.

Perhaps an expanded "**core**" could be established, involving people **with** computers, 800 **numbers**, and contact with the acute-care facility, the patients and/or their families, or even maybe their employers.

2) Center **for** the Treatment **of** Amputees/Walter Reed Medical Center:

Obviously, the care given there is excellent. The medical and prosthetic techniques are superior *in ever*' respect and Lt. Co. Pasquina runs **a** very good facility.

The technology is certainly up-to-date. I was impressed **by** the depth of knowledge Major General Farmer exhibited about the complexities for rehabilitation of disabilities. General Farmer came **to** lunch with us and it appears his leadership in being strong, perceptive, and sensitive would be very valuable.

In my **two** years **in the** Marine **Corps**, I served under two extraordinary men, General Krulak (Senior) and General Wornham. Their leadership **was** felt deeply into the Third Marines at every level and I am sure **this** is comparable to General Farmer's effect **on** his enterprise.

I met a very intelligent woman who is a contractual vocational counselor **and** who I am **sure** is talented *in her field*. I don't know whether there are enough such counselors.

RUMSFELD/Page 4: 17th February 2006

I did not see very much in relation to the "seamless cure" segment but Doctor Pasquina has an interesting proposal involving this area of care.

Bruce
Pasquina
please

What I **was** not able to evaluate was **how** deeply the "seamless cure as long as it takes" is reflected in the care given all disabled service men and women and whether the center's logistical issues are ever to be dealt with effectively.

The final successful outcome for an injured person can be assured only by very careful follow **up** and intervention in the community.

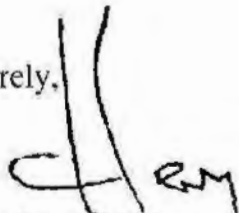
The main philosopher for physicians is Hippocrates who summarized the role of physicians as follows:

"Life is short, the art long, occasion sudden, experience fallible and judgement difficult. Not only must the physician show himself prepared to do what is needed, he must make the patients and attendants and the surrounding circumstances cooperate with him"

I hope we are following this course with our veterans.

If you are ever in town and would like to stop by please let me know.

Sincerely,



Henry Betts, M.D.
Past Medical Director/President/CEO
Rehabilitation Institute of Chicago

Professor, Department of Physical Medicine
& Rehabilitation/Northwestern University Feinberg
School of Medicine

HBB/mg


11-L-0559/OSD/57184

RUMSFELD/Page 5: 17" February 2006

From Rumsfeld's Rules
Rules (and Observations)
of Donald Rumsfeld (and others)

"Be willing to test ideas in the marketplace – the odds are you **will** learn something of value. Discussion **helps** assure that a **final** decision will benefit from a sufficiently representative range of perspectives and **will** merit and, therefore, have the broad **support** it will probably need for **successful** implementation."

I Try to follow this!





UPR

THE SECRETARY OF DEFENSE
WASHINGTON

FEB 21 2006

Dr. Henry Betts
Past Medical Director/President/CEO
Rehabilitation Institute of Chicago
345 East Superior Street
Chicago, Illinois 60611-4496

Dear Henry,

Thanks so much for **your** note. **I will work** those
issues **with** our friend, Dr. Winkenwerder.

Thanks again.

Regards,



OSD 02688-06

11-L-0559/OSD/57186



HEALTH AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

INFO MEMO

FEB 6 2006

FOR SECRETARY OF DEFENSE

FROM: William Winkenwerder, Jr., MD, ASD (Health Affairs)

SUBJECT: Continued Follow-up on Comments from Dr. Henry Betts

- Dr. Henry Betts of the Rehabilitation Institute of Chicago wrote you regarding post combat rehabilitation efforts by DoD, VA, and the private sector. (TAB A).
- I completely agree that focused, coordinated care of each patient is required to deal with these complex issues, and that the final goal is employment that is practical and useful to the member and the employer.
- Since 2003, a joint DoD-VA program has been established at Walter Reed Army Medical Center and seven other military hospitals to provide case management for returning injured combat veterans. On-site VA social workers coordinate transfer of care, establish appointments at a VA medical center near the patient's home, and follow patients to ensure success after discharge.
- The Military Severely Injured Support Center assists the worst injured Service members and their families. The center works with other (non-DoD or VA) programs to assist during transition from military service, through their rehabilitation, and on to civilian life. My staff will escort Dr. Betts to the Military Severely Injured Center on Feb 7 to meet with multi-agency staff who assist transitioning members.
- Dr. Betts will also visit the Walter Reed Amputee Clinic on Feb 8 to see the clinic in action and meet team members, including VA representatives from vocational rehabilitation. He will have the opportunity to meet patients in clinic and therapy, and staff and residents to discuss current issues.
- I will follow up with you if useful ideas emerge from these meetings, and keep you informed.

COORDINATION: USD (P&R) _____

Attachment: As stated

Prepared by: Lt Col Ruscio, C&PP, (b)(6) DOCS Open 99905,99049




~~FOUO~~

January 17, 2006

TO: William Winkenwerder

CC: David Chu

FROM: Donald Rumsfeld 

SUBJECT: **Continued** Follow-up

Henry Betts's comments here are really important with respect to "the **final** goal of each of these people must be employment that is practical for them and useful to the person who hires them."

We ought to keep **our** eye on that ball, **and** try to **stay** connected to these folks long enough to **see that that** is achieved.

Thanks.

Attach. 1/4/06 Betts letter to SD

DHR.dh
011705-44

.....
Please Respond By February 16, 2006

~~FOUO~~

11-L-0559/OSD/57188



Rehabilitation
Institute of
Chicago

345 East Superior Street
Chicago, Illinois 60611-4496
312238-1000

4th January 2006

Donald Rumsfeld
Secretary of Defense
1000 Defense Pentagon
Washington, DC 20301-1000

Dear Don:

Thanks for your attention to this issue of the injured military personnel returning from Iraq.

As you **know**, I feel that the **final** goal for each of these people must be employment that is practical for them and useful to the person who hires them.

In America, self-esteem is achieved through jobs more than **any** other place and I believe that, above all, these people deserve the opportunity to develop a sense of usefulness and being participatory based on their ability, not their disability.

This is very hard to achieve and for people with disabilities in general it is taking an awful lot of **work** with the "private sector," employers and the motivation of counselors and human resource people who find that what is demanded is a fair amount of sophistication in dealing with these complex issues.

I was glad to see you and Joyce at Alan Reich's funeral.

It was certainly ca

It was certainly carried out beautifully and Alan deserved such a sendoff.

erely,

Since y,

ry Betts, M.D.

Henry Medical Director

Past Medical Director/President/CEO

Rehabilitation Institute of Chicago

HBB/mg

RECEIVED
SECRETARY OF DEFENSE
JAN 17 2006

OSD 00668-06

An Academic Affiliate of Northwestern University Medical School

11-L-0559/OSD/57189

~~FOUO~~

March 29, 2006

632906-32

TO: Eric Edelman

CC: Gordon England
Ken Krieg
Robert Rangel

FROM: Donald Rumsfeld *DR*

SUBJECT: Consolidating *Staffs* of DPB and DSB

Does it make sense *to* consolidate the staffs of the Defense Policy Board and the Defense Science Board?

Please work with Ken Krieg, and come back to me with your recommendation and a concept of how we might do that.

Thanks.

DHR dh
032906-32

.....
Please Respond By 04/27/06

~~FOUO~~

11-L-0559/OSD/57190

OSD 06391-08



4/20/2006 8:50:06 AM

4/20 ✓
11:00

~~FOR OFFICIAL USE ONLY~~

DD
4/24

INFO MEMO

DSD
USD(P) *Copy APR 19 2006*

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy

APR 19 2006

SUBJECT: Consolidating Staffs of DPB and DSB

- Based on your memo regarding combining support staffs of the Defense Science and Policy Boards, I contacted Chris Williams and Bill Schneider to get their perspective.
- We all believe that what is really important is getting actionable inputs to you from the Policy Board, not its staffing composition.
- As a first step, I will forward a set of possible memos (snowflakes), following this week's Defense Policy Board (DPB), that you may either edit or send out for appropriate follow-up by DoD staff members.
 - The memos will be generated from your discussion with the DPB on Friday afternoon.
 - If these memos help to address your needs, I will continue providing them for subsequent DPBs.
- As a second step, you will be briefed on Friday regarding the work and output of two DPB Task Forces:
 - Tailorable Deterrence
 - Defense Against Clandestine WMD Attacks
- Finally, the Board is also initiating three new Task Forces that will provide you with more actionable inputs:
 - 21st Century Rules of Warfare
 - Zero-based Unified Command Plan (UCP) Options
 - QDR Follow-up: Sustaining Transformation

COORDINATION: Chris Williams, Bill Schneider

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/57191

MA SD	4/21	SMA DSD	
<u>YSA SD</u>	4/20	SA DSD	
EXEC SEC	4/20	OTS	4/21/06
ESR MA	4/20	STF DIR	

OK
PA

APR 24 2006

OSD 06391-06



4/20/2006 8:49:34 AM



* 0 6 / 0 0 4 0 1 9 - E S *

334

(19 APR 06)

29 MAR 06

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

DSD _____
USD(P) *Copy APR 19 2006*

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy *Henry*

APR 19 2006

SUBJECT Consolidating Staffs of DPB and DSB

- Based on your memo regarding combining support staffs of the Defense Science and Policy Boards, I contacted Chris Williams and Bill Schneider to get their perspective.
- We all believe that what is really important is getting actionable inputs to you from the Policy Board, not its staffing composition.
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 - 21st Century Rules of Warfare
 - Zero-based Unified Command Plan (UCP) Options
 - QDR Follow-up: Sustaining Transformation

COORDINATION: Chris Williams, Bill Schneider

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/57192

OSD 06391-06



4/20/2006 8:49:34 AM



* 0 6 / 0 0 4 0 1 9 - E S *

334

19 APR 06

29 MAR 06

~~FOUO~~

March 14, 2006

031406-11

Latin America

TO: Roger Pardo-Maurer

cc: Eric Edelman
Peter Rodman

FROM: Donald Rumsfeld *DR*

SUBJECT: **Plan** for Latin America

I would like to see some creative things **as** to what we **ought** to be doing on Latin America, particularly Central America. We need to be creative.

Think about the possibility sometime of including some legislators in a meeting with our Central American defense ministers-- from their countries and from **our** country -- and having a somewhat larger event **to try** to tie people together.

We might even think about having the President, Vice President or Secretary of State get involved.

Thanks.

DHR:dh
031406-11

.....
Please Respond By: 04/06/06

14 MAR 06

~~FOUO~~

11-L-0559/OSD/57193

OSD 06495-08



4/21/2006 11:48:57 AM

~~FOUO~~

April 05, 2006

040506-24

TO: Richard Lawless

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Follow Up to **your** Conversation with Judge Clark

Please get back to me after you talk to Judge Clark and let me know if you found
out if they still have a **deficit**.

Thanks.

DHR ss
040506-24

.....
Please Respond By 04/14/06

~~FOUO~~

OSD 06551-08



4/21/2006 27:24 PM

11-L-0559/OSD/57194

4/21
1120



Deputy Under Secretary of Defense
ASIAN AND PACIFIC AFFAIRS

20 April 2006

MEMORANDUM FOR Secretary of Defense

SUBJECT Follow-Up with Judge Clark

Sir,

Regarding your request that I check with Bill Clark on the deficit I had mentioned to you, Bill came back to me yesterday to note that he and other family friends had met with family this week, and reviewed the overall situation:

1. The legal deficit was finally paid off last year, this being one factor that encouraged Cap to continue to work.
2. Family now desires to establish a chair in Cap's name at a leading institution, possibly Stanford, and would appreciate contributions to a foundation that would support such a chair once the foundation is set up.
3. Bill and several others (mostly the original California team) agreed to create/manage this foundation. Bill will come back to us once it is activated, probably in about three months.
4. Bill believes it would be a grand gesture to Cap and family if one (you??) were to be included as one of the charter founders of such a foundation. Need to say, he is not pressing for this, only musing
5. I will track and advise.

OSD 06551-06



Richard

11-L-0559/OSD/57195

~~FOUO~~

April 05, 2006

040506-24

TO: Richard Lawless

FROM Donald Rumsfeld

D.R.

SUBJECT: Follow Up to your Conversation with Judge Clark

Please get back to me after you talk to Judge Clark **and** let me know if you found out if they still have a deficit.

Thanks.

DHR ss
040506-24

.....
Please Respond By 04/14/06

~~FOUO~~

OSD 06551-06



4/21/2006 5:27:24 PM

11-L-0559/OSD/57196

~~FOUO~~

April 24, 2006

Afghanistan

TO: President George W. Bush

FROM: Donald Rumsfeld *[Signature]*
SUBJECT: Update from Percy Barnevik

Mr. President,

Attached is the latest report I've received from Percy Barnevik. He is charging ahead on the micro-loan effort for Afghanistan.

Respectfully,

Attach 4/24/06 Letter from Percy Barnevik to SecDef

DHR:ss
042406-12

24 Apr 06

24 Apr 06

OSD 06590-06



4/25/2006 11:03:50 AM

~~FOUO~~

11-L-0559/OSD/57197

London, April 24, 2006

NOTE FROM
PERCY BARNEVIK
CC: SEC. HARVEY
MARTY HOFFMANN
ROBERT KANGEL
ESD

To
The Secretary of Defense
H E Donald Rumsfeld

The Secretary of the Army
Martin Hoffmann

Dear friends.

A brief update on our activities in Afghanistan:

- SEED is setting up an office in Kabul with 2 permanent employees (one Brit and one Swede with altogether 5 years of field experience in Afghanistan).
- A good feedback from the newly confirmed Minister of MRRD, Mohammad Ehsan Zia. has been received.
- Continued good dialogue with the World Bank about funding.
- I will go to Afghanistan

May 3-7, confirmed

May 16-22, tentative

The main purpose is to help organize the JCP (Job Creation Program) to get Afghan "ownership" of the whole program. Further I want to start detailed discussions with the World Bank and MISFA (Micro-credit). Finally I want to select Afghan people to go to India for training and studies.

Yours sincerely,

Percy Barnevik

11-L-0559/OSD/57198

OSD 06590-06



4/24/2006 12:50:37 PM



THE SECRETARY OF DEFENSE
WASHINGTON

APR 25 2006

Afghanistan

Mr. Percy Barnevik



Dear Percy,

Thanks so much for the update. It sounds terrific.
You are amazing.

Best regards,

25 Apr 06

24 Apr 06



FOUO

March 15, 2006

TO: Gordon England

FROM: Donald Rumsfeld

DA.

SUBJECT: Budget for IEDs

How we are going to spend \$3 billion plus on IEDs in '06 or '07

Please get back to me.

Thanks.

DHR:es
031506-09

OSD 06604-06



4/24/2006 2 42 02 PM

.....
Please Respond By 03/30/06

471.86

15 Mar 06

11-L-0559/OSD/57200

06604-06

FOUO

December 19, 2005

TO: Dan Stanley
CC: Eric Edelman
ADM Ed Giambastiani
Steve Cambone

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Nuclear Issue

We need to engage the Speaker and key leaders on the Hill regarding DoE support at the Sandia Lab for the Robust Nuclear Earth Penetration test.

Please get with Eric Edelman and Admiral Giambastiani, and map out and execute an engagement plan.

Let me know how you come out.

Thanks,

DJR:ss
021903-02

.....
Please Respond By 01/18/06

FOUO

11-L-0559/OSD/57201

OSD 06632-06



4/25/2006 8:54:00 AM



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

UNCLASSIFIED

INFO MEMO

April 24, 2006

FOR: SECRETARY OF DEFENSE

FROM: Robert Wilkie, Acting Assistant Secretary of Defense
for Legislative Affairs (b)(6)

SUBJECT: Snowflake Response – Robust Nuclear Earth Penetrator Congressional
Engagement Plan

- Shortly after you directed the development of the subject plan, the proposed RNEP sled test study to be conducted at Sandia encountered significant resistance on Capitol Hill.
 - DOE Secretary Bodman committed to Rep. Hobson (R-OH), Chairman of the Energy and Water Appropriations Subcommittee, that he would not allow the penetrator sled test to be conducted at the Sandia National Lab.
 - The FY06 Authorization and Defense Appropriations Acts provided no funding to DOD or DOE for the RNEP study. Both acts shifted the \$4M requested for the sled test from DOE to DOD.
 - The Defense Appropriations language designated this funding for a “conventional penetrator study” to be conducted in FY06; the Defense Authorization language designated the funding for a “penetrator sled test” but did not specify that the sled test be nuclear or conventional.
- Given these developments, the Department moved the sled test study to Holloman AFB. Doing so reduced Congressional resistance to the study while still providing a means to achieve useful results.

Attachments:

SECDEF Snowflake 121905-02, 19 Dec 05

ASD/ISP Action Memo, March 7, 2006

Prepared by: Lt Col Testut, Special Assistant, OASD (LA) (b)(6)

11-L-0559/OSD/57202

OSD 06632-06



4/25/2006 8:54:02 AM

~~FOUO~~

December 19, 2005

TO: Dan Stanley
CC: Eric Edelman
ADM Ed Giambastiani
Steve Cambone

FROM: Donald Ruinsfeld *DA*

SUBJECT: Nuclear Issue

We need to engage the Speaker and key leaders on the Hill regarding DoE support at the Sandia Lab for the Robust Nuclear Earth Penetrator test.

Please get with Eric Edelman and Admiral Giambastiani, and map out and execute an engagement plan.

Let me know how you come out

Thanks

DHR:s
12/19/05 4:12

Please Respond By 01/18/06

~~FOUO~~

11-L-0559/OSD/57203

OSD 06632-06



4/25/2006 8:54:00 AM

3/8
1315
3/15
1810

~~FOR OFFICIAL USE ONLY~~

3/16
3:40

ACTION MEMO

DSD
USDP 3/16 MAR 07 20

RR → FOR SECRETARY OF DEFENSE

FROM: Peter Flory, Assistant Secretary of Defense (ISP) MAR 7

SUBJECT: SecDef Decision on the Penetrator Sled Test Configuration (Formerly the Robust Nuclear Earth Penetrator Study)

- Congress did not provide funds for the Robust Nuclear Earth Penetrator (RNEP) study in FY06, but did shift funds requested for the RNEP study to conduct a penetrator sled test as part of a "conventional penetrator study."
- The briefing at Tab A describes options for this penetrator sled test study.
- The briefing recommends an option (Option A), which would both comply with congressional direction and achieve many of the goals of the RNEP study.

RECOMMENDATION: That you concur with the recommendation made in the briefing (Tab A, last slide) to conduct an RNEP B83 penetrator Mock up + Conventional sled test at Holloman AFB, NM.

COORDINATION: See Tab B

SecDef Decision:

Agree RR Disagree _____ Other _____

Attachments:

- A. RNEP Briefing ~~(FOUO)~~
- B. Coordination Sheet

Prepared by: Gary Betourne, SP&L (b)(6)
24 February 2006.

~~FOR OFFICIAL USE ONLY~~

OSD 03703-06

MA SD	3/15	SMA DSD	
SA SD	3/15	SA DSD	
EXEC SEC	143/8	1230 3/13 3/15	
ISSR MA	4/3/8	STP DIR	



11 L 0550/OSD/57204

~~FOUO~~

April 05, 2006

TO: Eric Edelman

CC: Gen Pete Pace

FROM: Donald Rumsfeld *D.A.*

SUBJECT: Proposal for Piracy Problem

I think we ought to come up with a proposal as to what we ought to do about the piracy problem -- particularly off the coast of Somalia.

Thanks.

DHR:as
040506-14

.....
Please Respond By 05/03/06

~~FOUO~~

11-L-0559/OSD/57205

OSD 08634-06



4/25/2006 9:14:47 AM

~~FOR OFFICIAL USE ONLY~~
INFO MEMO

APR 23 2006

DSD
USD(P) APR 23 2006

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) APR 21 2006

SUBJECT: Responding to Piracy (U)

- You asked us to develop a proposal for the piracy problem, particularly off the coast of Somalia.
- A recent United Nations Security Council President's statement and an International Maritime Organization resolution have condemned piracy, but the United Nations Security Council has not yet called for a broader mandate for piracy repression.
- Since January 2006, U.S. Navy assets have been conducting counter-piracy operations (CP) off the coast of Somalia. These piracy-related interdiction experiences off the Somali coast have taught us important lessons, including the need to recognize that CP ops are primarily a law enforcement activity. Accordingly, the following steps are required within DoD:

- Initiate an internal DoD dialogue, including Navy, to address the issues concerning use of DoD resources in CP operations.
- Unless the piracy incident is unambiguously terrorist related, interdictions must be approached primarily as violations of international criminal law. Consequently, SOPs should be developed to address such things as investigation protocols, temporary detention, medical treatment, hostage scenarios, and repatriation.

Maritime regions where piracy is a problem each have their own unique political and military dynamics. ROE for CP ops must be tailored accordingly.

- o In the specific case of Somalia, we need to examine the appropriate "hot pursuit" distance inside the 12 NM territorial waters with the Navy and consider its potential impact on CT and the country's political/security situation.
- Establish a periodic review process for CP ops to ensure they remain consistent with U.S. national interests and DoD priorities to include CT.
- To prepare for possible future Navy interdictions, we are currently developing, in coordination with the FBI, interdiction protocols and procedures.
- We will work with State to secure a Security Council Resolution invoking authority under Chapter VII of the U.N. Charter for nations to use "all necessary means" to repress piracy.

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/57206



OSD 06634-06



4/25/2006 9 20 08 AM

~~FOUO~~

- CP should not be a U.S.-only responsibility. We should engage other maritime powers to take a greater CP role and be prepared to assist other states to build their CP enforcement and legal abilities and encourage our allies to do the same.
- We should seek bilateral agreements for CP operational support (similar to our drug interdiction agreements) with nations that are affected by piracy (e.g., major flag states or crewing nations, and those in geographic proximity to pirate-infested waters).
 - These commitments should facilitate offloading of captured pirates as soon as possible to limit the operational impacts of CP operations.
 - Although securing such an agreement with Somalia is impossible due to its lack of a functional government, agreements with its neighbors may help mitigate *this* problem.
- We will seek ensure senior-level Justice and State commitment to supporting to DoD CP ops.

Prepared by: Lt Col Rudy Atallah (b)(6)

POLICY COORDINATION SHEET

Subject: Responding to Piracy (U)

Control Number: 06/004774-ES

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
DASD, ISA/AFR	Theresa Whelan	04/18/06
DOD GC	Chuck Allen	04/20/06
OSD Ocean's Policy	CDR Brian Wilson	04/18/06
Joint Staff, AO	LTC Dan Hampton	04/21/06
PDASD ISA	MaryBeth Long	04/20/06

~~FOUO~~

April 14, 2006

004774-ES

TO: Eric Edelman

CC: Gen Pete Pace

FROM: Donald Rumsfeld

D.A.

SUBJECT: Somalia and Piracy

We do need a policy on Somalia and piracy. Please come back to me sometime in the next week.

Thanks.

DHR:dh
041406-12

.....
Please Respond By 04/20/06

~~FOUO~~

11-L-0559/OSD/57209


OSD 06635-06



4/25/2006 9:17:15 AM

~~FOR OFFICIAL USE ONLY~~ WHEN SEPARATED FROM ENCLOSURES
~~SECRET~~

April 19, 2006

TO: Eric Edelman
C C Gen Pete Pace
FROM Donald Rumsfeld 
SUBJECT Somalia Anti-Piracy Issue

Please look into this Somalia anti-piracy issue and see if we can take some advantage of that. I think it would be helpful if we could pursue pirates inside their territorial waters.

Thanks.

Attach: Intel piece on US-Somali Anti-Piracy Agreement

DHL:ja
041906-16

.....
Please Respond By May 11, 2006

~~FOR OFFICIAL USE ONLY~~ WHEN SEPARATED FROM ENCLOSURES
~~SECRET~~

OSD 06836-06



11-L-0559/OSD/57210

4/25/2006 9 22 12 AM

~~FOUO~~

April 19, 2006

TO Eric Edelman
CC Gen Pete Pace
FROM Donald Rumsfeld *gt*
SUBJECT *Associated Press* Article on Somalia

We may want to take advantage of this Associated Press article about Somalia giving us permission to go inside territorial waters to go after pirates.

Thanks.

Attach: Piece on AP story on Somalia

DHR:sp
041906-11

.....

~~FOUO~~
11-L-0559/OSD/57211

OSD 06637-06

4/25/2006 9:25:11 AM

~~FOUO~~

April 24, 2006

TO: Vice President Richard B. Cheney
FROM: Donald Rumsfeld *DR*
SUBJECT: Latin America

I think it would be a good idea if you made a trip to Latin America sometime -- particularly Central America -- just to show the flag.

If we can be helpful, let us know.

DHR:as
042406-13

OSD 06644-08



4/25/2006 11 03 17 AM

~~FOUO~~

11-L-0559/OSD/57212

LATIN AMERICA

24 APR 06

FOUO

APR 25 2006

TO: Stephen J Hadley

CC: Dan ~~Barlett~~

FROM: Donald Rumsfeld

D.R.

SUBJECT: Iraqi Citizens' Outreach Visit to U.S.

I think we ought to get some Iraqi men **and** women to come to the United States to **talk** to the American people **as** soon as the government is formed -- during Congress's August recess, for example.

We ought to have a large number of them who can fan out around the **country** and go to Congressional **districts**. Members of the House tell me that this is **one** of the very best things that can help them.

Thanks.

DHR:dh
042406-26

.....

OSD 06706-06



4/25/2006 3:38 PM

FOUO

11-L-0559/OSD/57213

IRAQ

25 APR 06

~~FOUO~~

March 20, 2006

TO: David Chu

FROM: Donald Rumsfeld

D.R.

SUBJECT: SES Pay Compared to PAS

I am **stunned**. I talked to Ryan Henry today, and he tells me that Eric Edelman is something like 26th in pay in the Policy shop. There are 15 or 20 SES, senior Civil Service employees, who earn more **than** he does. Apparently Rodman is also way down the list.

That is a nutty situation. We need to do something about it. What do you propose?

Thanks.

DHR:dh
032006-25

.....
Please Respond By 04/13/06

230 Supergrades

20 mar 06

~~FOUO~~

11-L-0559/OSD/57214

OSD 06708-06



4/27/2006 7:38:44 AM

~~FOUO~~

APR 18 2006

TO Gordon England

FROM Donald Rumsfeld *DR*

SUBJECT: Legislative Affairs Plan

I understand you have been working with Robert Wilkie to strengthen the DoD Legislative Affairs shop. It is critically important that we have that office on its feet and operating effectively given the many challenges we will face in the Congress for the remainder of the term.

Please take a look at the attached memo from Robert Wilkie laying out an organization and resource plan to get this accomplished. It looks to be about on the right track, but please look at the particulars and give me your thoughts.

Thanks.

Attach. 3/22/06 ASD(LA) memo to SD re: OASD (Legislative Affairs) Concept of Operations (OSD 04822-06)

DHR:dh
041706-33

.....

~~FOUO~~

OSD 06741-06



4/26/2006 12:37:37 PM

11-L-0559/OSD/57215

~~FOUO~~

APR 18 2006

020 LA

TO: Gordon England

FROM: Donald Rumsfeld *DR*

SUBJECT: Legislative Affairs Plan

I understand you have been ~~working~~ with Robert Wilkie to strengthen the DoD Legislative Affairs shop. It is critically important that we have that office on its feet and operating effectively given the many challenges we will face in the Congress for the remainder of the term.

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Thanks.

Attach. 3/22/06 ASD(LA) memo to SD re: OASD (Legislative Affairs) Concept of Operations (OSD 04822-06)

DHR:dh
041706-33

.....

18 APR 06

~~FOUO~~

OSD 06741-06



4/26/2006 2:37:37 PM

11-L-0559/OSD/57216

INFO MEMO

APR 21 2006 -1840
HC'd

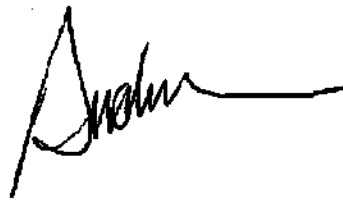
FOR: *SECRETARY OF DEFENSE*

FROM: Gordon England

SUBJECT: Legislative Affairs Plan

Don,

I agree with the plan and I have personally worked with Robert Wilkie to add five new people to his organization and that is in process.



11-L-0559/OSD/57217



4/26/2006 12:39:06 PM

INFO MEMO

APR 21 2006 1140
H'D

FOR: SECRETARY OF DEFENSE

FROM: Gordon England

SUBJECT: Legislative Affairs Plan

Don,

I agree with the plan and I have personally worked with Robert Wilkie to add five new people to his organization and that is in process.



08014

21 APR 06

18 APR 06

11-L-0559/OSD/57218





PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

ACTION MEMO

April 26, 2006 - 10:00 AM

FOR SECRETARY OF DEFENSE

FROM: DR. DAVID S. C. CHU, USD(P&R)

David S. C. Chu
26 April 2006

SUBJECT: Executive Compensation — SNOWFLAKES (attached)

- Ambassador Edelman's pay is determined by his status as a foreign service officer (rank: Career Minister)
- As of this month, his base pay is **\$153,383** (versus the **\$152,000** set by statute for USD(P)), reflecting his last Performance review at State Department. (At the moment, his base pay is higher than any other member of the Policy staff.)
- In addition, he received a performance bonus of \$10,000 from his last State Department performance cycle, putting his total compensation at **\$163,383**. Because of bonuses, a number of Policy staff were paid more over the last year.
- More generally, you have only limited control over executive compensation:
 - Congress sets tight ceilings—usually its own pay. Market conditions are NOT the standard. The result is a serious compression problem.
 - Moreover, we operate by statute under four different pay systems for our executive groups: Presidential Appointees; intelligence executives; career and non-career Senior Executives.
 - Career members of the Senior Executive Service can receive base pay up to Level II of the Executive Schedule (currently **\$165,200**). They may **also** receive performance bonuses (maximum **20%**); rank awards (**20%** or **35%** of pay); recruitment/ relocation/retention bonuses (maximum 25% of basic pay); and other incentive awards; (e.g., special acts).

230 Supergrades

26 APR 06

24 MAR 06



11-L-0559/OSD/57219

OSD 06779-06



4/27/2006 7:46:51 AM

- Non-career executives can also receive base pay up to Executive Level II (\$165,200), but by statute may not receive performance bonuses or rank awards. DoD policy precludes other lump sum cash awards.
- Short of a government-wide effort to rethink executive compensation, there are two issues on which we could make progress during the next year:
 - Move the ceiling to a more realistic level. President George H. W. Bush did this in 1991 (\$107,300 to \$138,900). It required persuading Congress to accept a pay raise, too.
 - Provide transition support to outgoing Presidential appointees. Unlike non-career senior executives, they do not accumulate leave, so there is no cushion on departure. My understanding is that depending upon the level of the executive, this type of assistance is typically 90 days to a year in the private sector. This would require new legislation.
- Within statutory and regulatory limits, you can affect Ambassador Edelman's future compensation by the reviews you prepare of his performance.
- I am prepared to brief, as requested. But if you prefer, I could begin exploring the two recommendations offered above and report on the reception they receive.

DECISION:

Present briefing _____

Explore recommendations _____

Other _____

Attachments: As stated

Prepared by: Marilee Fitzgerald, Civilian Personnel Policy, (b)(6)

I .

~~FOUO~~

March 24, 2006

TO: David Chu
CC: Gordon England
FROM: Donald Rumsfeld *DR*
SUBJECT: SES Pay Differential

AS a follow-up to my March 20 note to you, attached is a table detailing the pay levels of senior civilians in the OSD Policy office.

We currently face an increasing challenge in retaining key political appointees in this Department. This challenge will only increase in the months ahead. We should revisit this issue with that perspective in mind and determine what steps can be taken to stop penalizing some of our most valuable members of the DoD team.

Please come back to me by April 4 with a brief that explains the situation and what you recommend we do about it.

Thanks.

Attach. OUSD(P) Staff Compensation (FY-06); 3/20/06 SD memo to USD(P&R)

DHR:dh
032406-07

.....
Please Respond By 04/04/06

230 Supergraders

24 Mar 06

~~FOUO~~

11-L-0559/OSD/57221



4/27/2006 7:41:33AM

~~FOUO~~

April 05, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld

PA.

040506-15

SUBJECT: Enlisting U.S. Labor Movement in Venezuela

Should we think about trying to enlist the U.S. Labor movement in Venezuela to work with the labor movements down there and see if we can figure it out?

Thanks.

DHR:sp
040506-15

.....
Please Respond By 04/27/06

~~FOUO~~

11-L-0559/OSD/57222

OSD 06783-06



4/27/2006 8 03 57 AM

VENEZUELA

5 APR 06

5/1
1120



OFFICE OF THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

ACTION MEMO

May 1, 2006

Pakistani

FOR SECRETARY OF DEFENSE

FROM: Robert Range *RR*

SUBJECT: All-DODACT Message of Thanks, DOD Support for Pakistan
Earthquake

- Recently, DoD concluded ~~our~~ relief operations in Southwest Asia.
- The Disaster Assistance Center-Pakistan in Islamabad (DAC-PAK) held its closing ceremony on March 31. All DoD personnel were withdrawn by April 7.
- Rear Admiral Michael LeFever, Commander United States Disaster Assistance Center, will be in Washington, D.C. in June, and will be available for a visit if you would like to meet with him.
- With the completion of this important mission, we recommend you send a message to all service members who participated, thanking them for their exceptional work
- The attached All-DODACT message of ~~thanks~~ to our service members is submitted for ~~your~~ approval (TAB A).

1 May 06

RECOMMENDATION: Approve the attached All-DODACT message.

Approved

D.A.

MAY 22 2006

Disapproved _____

6 Jan 06

Schedule meeting with RADM LeFever: Yes _____ No _____

NO SD	5/2	SMA DSD	
COORDINATION	12 5/1	SA DSD	None
USE SEC	11 5/1	1115	1720
SWH:GA			11-L-055

SD/57223

OSD 06824-06



4/27/2006 11:52:11 AM

P 261351Z APR 06

FM SECDEF WASHINGTON DC

TO AIDODACT

BT

UNCLAS

SUBJ: DOD SUPPORT TO VICTIMS OF PAKISTAN EARTHQUAKE

ALDODACT - XX/06

ADDRESSEES PASS TO ALL SUBORDINATE COMMANDS

1. RECENTLY, THE DEPARTMENT OF DEFENSE CONCLUDED OUR RESPONSE TO THE HUMANITARIAN TRAGEDY IN PAKISTAN AND I WANTED TO TAKE THE OPPORTUNITY TO THANK ALL OF YOU - OUR SOLDIERS, SAILORS, AIRMEN AND MARINES - FOR YOUR EFFORTS. ON THE MORNING OF OCTOBER 8, 2005, A 7.6 MAGNITUDE EARTHQUAKE STRUCK PAKISTAN, INDIA, AND AFGHANISTAN, LEAVING IN ITS WAKE DEATH AND DEVASTATION. IN PAKISTAN ALONE THERE WERE OVER 73,000 DEAD, 69,000 INJURED, AND 2.8 MILLION LEFT HOMELESS. YOUR RAPID RESPONSE TO SUPPORT THE GOVERNMENTAL AND NON-GOVERNMENTAL ORGANIZATIONS MADE THE DIFFERENCE IN THIS LIFE AND DEATH SITUATION. YOU WERE ENGAGED IN RELIEF EFFORTS FROM 9 OCTOBER 2005 - 1 APRIL 2006, MAKING IT ONE OF THE LONGEST MILITARY HUMANITARIAN OPERATIONS IN HISTORY. ULTIMATELY YOUR ACTIONS SAVED COUNTLESS LIVES.

2. AT THE HEIGHT OF THE CRISIS IN NOVEMBER, DCD HAD 25 AIRCRAFT AND 1,200 PERSONNEL ON THE GROUND UNDER THE DIRECTION OF THE COMBINED DISASTER ASSISTANCE CENTER-PAKISTAN IN ISLAMABAD. THE ARMY 212 MASH AND MARINE CORPS CMRT-3 TREATED 34,488 EARTHQUAKE VICTIMS THROUGHOUT THE AFFECTED AREA. 267 ARMY QMCO ESTABLISHED A FORWARD AIR REFUELING POINT; AIR FORCE 818 CRG/24 AEG PROVIDED OFF-LOADING AND ON-LOADING SUPPORT FOR OVER 444 AIRCRAFT AND 9928 TONS OF MATERIAL. THE ARMY/NATIONAL GUARD TASK FORCE GRIFFIN / EAGLE PROVIDED ROTARY WING AIRLIFT FOR RELIEF SUPPLIES, PERSONNEL, AND CASUALTIES, FLYING 5,228 HELICOPTER SORTIES, EVACUATING 3,753 CASUALTIES, CARRYING 17,306 PASSENGERS AND DELIVERING 14,831 TONS OF HUMANITARIAN SUPPLIES. THE NAVY NMCB 74 AND NMCB 4 REMOVED DEBRIS AND BUILT SHELTERS, SCHOOLS, LATRINES, AND AIR FIELD STRUCTURES, AND PROVIDED BASE CAMP SUPPORT. DSCA AND DEFENSE LOGISTICS AGENCY PROVIDED TENTS, BLANKETS, RATIONS, MEDICAL KITS, AND OTHER RELIEF SUPPLIES. \$7.1M IN ENGINEERING, MEDICAL, AND REFUELING EQUIPMENT WAS TRANSFERRED TO THE GOVERNMENT OF PAKISTAN. STRATEGIC AIRLIFT AND NAVAL SEA DELIVERY PROVED CRITICAL IN GETTING SUPPLIES, EQUIPMENT AND PERSONNEL TO THE RELIEF OPERATION.

3. THESE STATISTICS DO NOT ADEQUATELY TELL THE STORY OF THE EXHAUSTIVE EFFORTS, COURAGE AND SACRIFICE, YOU DISPLAYED OR THE MONUMENTAL DIFFERENCE YOU MADE IN THE LIVES OF SO MANY WHO WERE DEVASTATED BY THIS TERRIBLE NATURAL DISASTER. THROUGH IT ALL, YOU DEMONSTRATED THE

11-L-0559/OSD/57224

COMPASSION AND CAPABILITY OF OUR COUNTRY IN A VITAL REGION OF THE
WORLD. AS A RESULT, OUR RELATIONSHIP WITH THE PAKISTANI PEOPLE AND
GOVERNMENT HAS BEEN STRENGTHENED. YOU HAVE EARNED THE ENDURING
GRATITUDE OF OUR NATION AND OF THE INTERNATIONAL COMMUNITY. I **AM** PROUD
OF YOU.

DONALD RUMSFELD

SECRETARY OF DEFENSE

RELEASED BY: _____

MR. WILLIAM P. MARRIOTT, EXECUTIVE SECRETARY

11-L-0559/OSD/57225

~~FOUO~~

January 06, 2006

Pakistan

TO: GEN John Abizaid

CC: Gen Pete Pace
Eric Edelman

FROM Donald Rumsfeld

DA.

SUBJECT Relief Efforts in Pakistan

I saw the relief effort statistics today -- 3,000+ sorties, 7,500+ tons of supplies, 18,000+ evacuations, and nearly 20,000 completed medical procedures -- amazing.

Please pass along a "well done" to Rear Admiral Mike LeFever and his team. This is important work.

DHR:dh
010606-10

.....

6 Jan 06

~~FOUO~~

11-L-0559/OSD/57226

OSD 06824-06



412712006 11:52:25 AM

P 261351Z APR 06

FM SECDEF WASHINGTON DC

TO ALDODACT

BT

UNCLAS

SUBJ: DOD SUPPORT TO VICTIMS OF PAKISTAN EARTHQUAKE

ALDODACT - XX/06

ADDRESSEES PASS TO ALL SUBORDINATE COMMANDS

1. RECENTLY, THE DEPARTMENT OF DEFENSE CONCLUDED OUR RESPONSE TO THE HUMANITARIAN TRAGEDY IN PAKISTAN AND I WANTED TO TAKE THE OPPORTUNITY TO THANK ALL OF YOU - OUR SOLDIERS, SAILORS, AIRMEN AND MARINES - FOR YOUR EFFORTS. ON THE MORNING OF OCTOBER 8, 2005, A 7.6 MAGNITUDE EARTHQUAKE STRUCK PAKISTAN, INDIA, AND AFGHANISTAN, LEAVING IN ITS WAKE DEATH AND DEVASTATION. IN PAKISTAN ALONE THERE WERE OVER 73,000 DEAD, 69,000 INJURED, AND 2.8 MILLION LEFT HOMELESS. YOUR RAPID RESPONSE TO SUPPORT THE GOVERNMENTAL AND NON-GOVERNMENTAL ORGANIZATIONS MADE THE DIFFERENCE IN THIS LIFE AND DEATH SITUATION. YOU WERE ENGAGED IN RELIEF EFFORTS FROM 9 OCTOBER 2005 - 1 APRIL 2006, MAKING IT ONE OF THE LONGEST MILITARY HUMANITARIAN OPERATIONS IN HISTORY. ULTIMATELY YOUR ACTIONS SAVED COUNTLESS LIVES.

2. AT THE HEIGHT OF THE CRISIS IN NOVEMBER, DOD HAD 25 AIRCRAFT AND 1,200 PERSONNEL ON THE GROUND UNDER THE DIRECTION OF THE COMBINED DISASTER ASSISTANCE CENTER-PAKISTAN IN ISLAMABAD. THE ARMY 212 MASH AND MARINE CORPS CMRT-3 TREATED 34,488 EARTHQUAKE VICTIMS THROUGHOUT THE AFFECTED AREA. 267 ARMY QMCO ESTABLISHED A FORWARD AIR REFUELING POINT; AIR FORCE 818 CRG/24 AEG PROVIDED OFF-LOADING AND ON-LOADING SUPPORT FOR OVER 444 AIRCRAFT AND 9928 TONS OF MATERIAL. THE ARMY/NATIONAL GUARD TASK FORCE GRIFFIN/EAGLE PROVIDED ROTARY WING AIRLIFT FOR RELIEF SUPPLIES, PERSONNEL, AND CASUALTIES, FLYING 5,228 HELICOPTER SORTIES, EVACUATING 3,753 CASUALTIES, CARRYING 17,306 PASSENGERS AND DELIVERING 14,831 TONS OF HUMANITARIAN SUPPLIES. THE NAVY NMCB 74 AND NMCB 4 REMOVED DEBRIS AND BUILT SHELTERS, SCHOOLS, LATRINES, AND AIR FIELD STRUCTURES, AND PROVIDED BASE CAMP SUPPORT. DSCA AND DEFENSE LOGISTICS AGENCY PROVIDED TENTS, BLANKETS, RATIONS, MEDICAL KITS, AND OTHER RELIEF SUPPLIES. \$7.1M IN ENGINEERING, MEDICAL, AND REFUELING EQUIPMENT WAS TRANSFERRED TO THE GOVERNMENT OF PAKISTAN. STRATEGIC AIRLIFT AND NAVAL SEA DELIVERY PROVED CRITICAL IN GETTING SUPPLIES, EQUIPMENT AND PERSONNEL TO THE RELIEF OPERATION.

3. THESE STATISTICS DO NOT ADEQUATELY TELL THE STORY OF THE EXHAUSTIVE EFFORTS, COURAGE AND SACRIFICE, YOU DISPLAYED OR THE MONUMENTAL DIFFERENCE YOU MADE IN THE LIVES OF SO MANY WHO WERE DEVASTATED BY THIS TERRIBLE NATURAL DISASTER.. THROUGH IT ALL, YOU DEMONSTRATED THE COMPASSION AND CAPABILITY OF OUR COUNTRY IN A VITAL REGION OF THE WORLD. AS A RESULT, OUR RELATIONSHIP WITH THE PAKISTANI PEOPLE AND GOVERNMENT HAS BEEN STRENGTHENED. YOU HAVE EARNED THE ENDURING GRATITUDE OF OUR NATION AND OF THE INTERNATIONAL COMMUNITY. I AM PROUD OF YOU.

DONALD RUMSFELD
SECRETARY OF DEFENSE

RELEASED BY: _____
MR. WILLIAM P. MARRIOTT, EXECUTIVE SECRETARY

OSD 06824-06



51212006 4:16:48 PM

11-L-0559/OSD/57227

Pakistan

26 Apr 06

6 Jun 06

~~FOUO~~

January 19, 2006

TO: David Chu

c c : Gordon England

FROM: Donald Rumsfeld

D.R.

SUBJECT: War Colleges

Please think through how we can better use the war colleges. Should I go **speak** there more often? Should we have them get assigned tasks from **us**, so that they are more real world?

Thanks.

DHR:ss
011906-12

.....
Please Respond By 02/14/06

~~FOUO~~

11-L-0559/OSD/57228

OSD 06877-06



412812006 7:25:56 AM



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

INFO MEMO

April 27, 2006 – 2:00 PM

FOR: SECRETARY OF DEFENSE

FROM: DR. DAVID S. C. CHU, USD(P&R)

David S. C. Chu
27 April 06

SUBJECT: Visits to War Colleges — SNOWFLAKE (attached)

- It would be very useful to plan on visiting each of the war colleges once a year.
- The officers in the senior class (05s and 06s) will be commanding the battalions, squadrons, and ships that are on the front line in the Global War on Terror.
- They will benefit immensely from hearing the strategic perspective directly from you, and the tasks you would like them to address.
- You, in turn, will be able to hear their concerns.
- Feedback from the Army War College visit indicates that your prepared remarks were "exactly right", and resonated with the students.
- But you will get a better dialogue with the students in the future if the session is "off the record non-attribution" (i.e., no press).
- This is the standard format for Department speakers at the war colleges, and encourages an open dialogue.

Attachment:
As stated

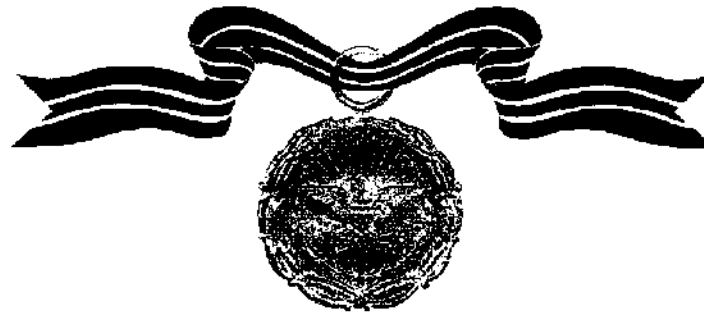
Prepared by: Stephen M. Wellock, (b)(6)

11-L-0559/OSD/57229

OSD 06877-06



4/28/2006 7:27:47 AM



THE UNITED STATES OF AMERICA

THE SECRETARY OF DEFENSE
HAS AWARDED

THE DEPARTMENT OF DEFENSE MEDAL FOR DISTINGUISHED PUBLIC SERVICE

TO

Rogelio Harbo-Maurer III

For exceptionally distinguished public service as Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, Office of the Under Secretary of Defense for Policy, from August 2001 to April 2006.





Donald H. Rumsfeld
Secretary of Defense

May 2006

11-L-0559/OSD/57230

MAY 1 2006

2006 DOD PSM

OSD 06891-0
6/2/2006 10:52:1 AM

12 APR 06

1 MAY 06



Citation
to accompany the award of the
Department of Defense Medal
for Distinguished Public Service
to
Rogelio Pardo-Maurer IV

Mr. Rogelio Pardo-Maurer IV is recognized for distinguished public service as Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, Office of the Under Secretary of Defense for Policy, from August 2001 to April 2006. Mr. Pardo-Maurer's leadership was decisive in securing expanded authorities to enable the United States to support Colombia in its campaign against Latin America's longest running insurgency. Following the attacks of September 11, 2001, he helped lay the foundation of a new defense relationship with Mexico and Canada during the establishment of the United States Northern Command, steering United States-Mexican security relations to an historical high point. Mr. Pardo-Maurer's promotion of national security arguments for the Central American Free Trade Agreement was instrumental in facilitating its ratification by Congress. His stewardship ensured the successful execution of a number of initiatives, including the first meeting between a Secretary of Defense and his counterparts from all seven nations of Central America, the first visit to the Department of Defense by all the chiefs-of-state, and the launching of the combined battalion of the Conference of Central American Armed Forces. He brought to fruition key proposals to strengthen naval cooperation in the Western Hemisphere and to assist friendly nations in building their peacekeeping capabilities, efforts that culminated in a new maritime security cooperation program, Enduring Friendship, and the President's Global Peace Operations Initiative. Additionally, Mr. Pardo-Maurer wove these strains into the overarching vision of the New World Strategic Partnerships plan for expanding United States political, trade, and security relationships with key regional countries. His service refreshed and strengthened the Inter-American system at a time when the Hemisphere was severely tested by internal and external challenges. The distinctive accomplishments of Mr. Pardo-Maurer reflect great credit upon himself, the Office of the Under Secretary of Defense for Policy, and the Department of Defense.

A handwritten signature in black ink, appearing to read "Donald H. Rumsfeld", is positioned above the printed name.

Donald H. Rumsfeld

Secretary of Defense

11-L-0559/OSD/57231

MAY 1 2006

OSD 06891-06



5/2/2006 10 52 06 AM

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15th Mr RANGOL
For

E CORRESPONDENCE ROUTING SLIP

DOC

✓
Robert Rangel
5/1

DOR 4/28/2006

SUBJECT **DISTINGUISHED PUBLIC SERVICE**

COMMENTS: DESIRED PRESENTATION 050206.JL -

*See by signed
5/1/06 -
copy for file -
orig's Hk'd to
PBO by BSO
5/1/06
JK
5/1*

MEMORANDUM FOR THE EXECUTIVE SECRETARY

H
SOM APPROVAL

VTR
[Signature]
EXEC SUPPORT OFFICER

[Signature]
Initials

[Signature]
Date

OSD 06891-06



11-L-0559/OSD/57232

TAP

AKS
1730

Mr RANGEL

Round 2

M



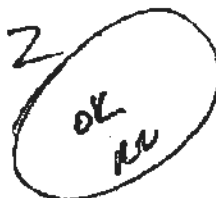
Robert Rangel
4/25

AKS
1730

Mr RANGEL

Round 2

M



Robert Rangel
4/25

COL VEST/CAPT HENGE
BINGO!

COL VEST/CAPT HENGE
BINGO!

ROGELIO PARDO-MAURER IV

Mr. Rogelio Pardo-Maurer IV is recognized for distinguished public service as Deputy Assistant Secretary of Defense for Western Hemisphere Affairs from August 2001 to April 2006. Maintaining a direct working relationship with the Secretary of Defense and other senior leaders of the Department, Mr. Pardo-Maurer's leadership was decisive in securing expanded authorities to enable the United States to support Colombia in its campaign against Latin America's longest running insurgency. Following the attacks of September 11, 2001, he helped lay the foundation of a new defense relationship with Mexico and Canada during the establishment of U.S. Northern Command, steering U.S.-Mexican security relations to an historical high point. Mr. Pardo-Maurer's promotion of national security arguments for the Central American Free Trade Agreement was instrumental in facilitating its ratification by Congress. His stewardship ensured the successful execution of a number of initiatives, including the first meeting between a Secretary of Defense and his counterparts from all seven nations of Central America, the first visit to the Department of Defense by all the chiefs-of-state, and the launching of the combined battalion of the Conference of Central American Armed Forces. He brought to fruition key proposals to strengthen naval cooperation in the Western Hemisphere and to assist friendly nations in building their peacekeeping capabilities, efforts that culminated in a new maritime security cooperation program, Enduring Friendship, and the President's Global Peace Operations Initiative. During his final year in office, Mr. Pardo-Maurer wove these strains into the overarching vision of the New World Strategic Partnerships plan for expanding U.S. political, trade and security relationships with key regional countries. His service refreshed and strengthened the Inter-American system at a time when the Hemisphere was severely tested by internal and external challenges. The distinctive accomplishments of Mr. Pardo-Maurer reflect great credit upon himself and the Department of Defense.

~~FOUO~~

April 12, 2006

TO Mary Claire Murphy

CC: Bill Marriott

FROM Donald Rumsfeld *DR.*

SUBJECT Medals for Pardo-Maurer and McHale

I ~~think~~ we ought to give a top medal to Roger Pardo-Maurer and I ought to present it, if he is going to leave in May. I will want to do the same thing for Paul McHale when he leaves.

Thanks.

DHR:ss
041206-20

.....
Please Respond By 05/02/06

OSD 06891-06



5/2/2006 10:52:06 AM

~~FOUO~~

11-L-0559/OSD/57235

2006050208SM

12APR06

Please see the attached draft citation for Roger Pardo-Maurer --- (which we need for a ceremony on Thursday, April 27 at 3:00 p.m.)

I think someone needs to take a close look at and edit appropriately ---

Thanks,
Mary Claire

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

From: MacMurray, Michael, CIV, OSD-POLICY
Sent: Monday, April 24, 2006 5:10 PM
To: Murphy, Mary Claire, CIV, OSD
Subject: FW: Citation for Award of DoD Medal for DPS to Pardo-Maurer

Oops. << File: Short Short RPM M4 Edit.doc >>

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

From: MacMurray, Michael, CIV, OSD-POLICY
Sent: Monday, April 24, 2006 2:25 PM
To: Murphy, Mary Claire, CIV, OSD
Cc: Hollis, Caryn, CIV, OSD-POLICY
Subject: Citation for Award of DoD Medal for DPS to Pardo-Maurer

Mary Claire -- Here is our draft of Roger's citation for Thursday's ceremony. Please let us know if you need more (or less). Principal Director Caryn Hollis has reviewed and approved this.

Thanks for everything, Mike

Michael M. MacMurray
Deputy Director,
Western Hemisphere Affairs
Office of the Assistant Secretary of Defense (International Security Affairs)
Tel: (b)(6)

P.S. Ms Hollis and I plan to attend the ceremony, if possible.

INFO MEMO

DSD _____

FOR SECRETARY OF DEFENSE

FROM: Eric S. Edelman, Under Secretary of Defense for Policy *yy*

SUBJECT: (U) Washington Post Editorial

APR 27 2006

- (U) You asked us to respond to the *WashingtonPost* editorial opinion piece from February 28, 2006.
- (U) The DASD for Detainee Affairs has developed a response under his name and has provided it to Public Affairs for submission to the *WashingtonPost*. (Tab A).
- (U) Public Affairs will look for the appropriate opportunity to place the piece.
- (U) Detainee Affairs will advise you when the article is published.
- (U) For future use, the DASD for Detainee Affairs is developing response pieces on common detainee-related topics for newspaper publication. This will allow the Department to quickly respond to incorrect facts or arguments.

COORDINATION: Tab B

Attachment: As stated.

Prepared by Bryan C Del Monte, Office of Detainee Affairs (b)(6)

~~UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

OSD 06894-06



4/28/2006 11 09 23 AM
Snow/Take No 040306-26



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11-L-0559/OSD/57237

FOUO

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06/002754-ES
ES-5298

04

February 28, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld

DR.

SUBJECT *Washington Post* Editorial

We need to think through what the follow up ought to be to The *Washington Post* editorial this morning, if we have not followed up as we should have -- although my impression is that we have.

Thanks.

DHR:sj
022806-16

.....
Please Respond By 03/09/06

3/30

7
whl r 7
SNOWFLAKE RESPONSE ATTACHED

FOUO

OSD 04985-06

11-L-0559/OSD/57238

DRAFT Reply to the Washington Post
To "Homicide Unpunished" Editorial – February 28, 2006.
DoD OGC/11Apr06/edits of DASD(DA) version

Your editorial of February 28, 2006, entitled "Homicide Unpunished," charged that commanders, including the President and Secretary of Defense Donald Rumsfeld, have repeatedly declined to hold wrongdoers accountable for detainees who have died while in U.S. control. That is simply not true. If there is a guiding principle on this issue, it is that "detainee abuse is always inexcusable."

As summarized below, your editorial ignores the facts. The Department of Defense (DoD) does not tolerate mistreatment of detainees, it investigates all credible allegations of detainee mistreatment, and, if found to be true, it holds those individuals who mistreat detainees accountable in accordance with the law.

Fact. DoD has conducted more than 12 major reviews, assessments, and investigations related to detention operations. DoD has produced more than 500 specific recommendations to improve detention operations, most of which we have already implemented. DoD takes detention operations and detainee treatment seriously.

Fact. DoD has conducted more than 600 investigations of alleged misconduct, ranging from petty theft to homicide. To date, 238 soldiers, 9 Sailors, and 23 Marines have been punished for misconduct involving detainees. There have been 85 criminal courts-martial, with 69 resulting in convictions. Twelve of these courts-martial were related to Abu Ghraib, and eleven of those resulted in conviction. As of April 7, 2006, there are three courts-martial pending, one of which is related to Abu Ghraib. These facts show that your assertion that DoD has "repeatedly declined to hold Americans accountable," is flawed. A more accurate

conclusion is that, to the contrary, DoD has repeatedly held service members accountable for detainee mistreatment.

Fact. The number of military personnel responsible for detainee misconduct is an exceedingly small percentage of the total number of U.S. service members who have served their country honorably and with distinction in Iraq and Afghanistan.

Fact. In contrast to the murderers and terrorists we fight today, in the United States we hold wrongdoers accountable with fair and transparent processes that the world can see. DoD has conducted numerous investigations and shared that information with both Congress and the American people. Senior officials have testified frequently at public hearings. A free press has communicated that information to the world. How DoD has handled incidents of misconduct against detainees--openly, honestly, transparently--speaks to the character of our commanders, of our military, of our nation, and of the American people, and speaks to DoD's commitment to seeing that wrongdoing is discovered and wrongdoers are held accountable.

In May 2004, Secretary Rumsfeld testified to the Congress that he is accountable for the events that occurred at Abu Ghraib, and that he took full responsibility for them. He promised to make sure that those who committed wrongdoing would be brought to justice, and to make any necessary changes to make sure that abuses like those at Abu Ghraib did not happen again. He continues to follow through on those promises. That is accountability.

POLICY COORDINATION SHEET

Subject: Washington Post Editorial
Control Number: 040306-26

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
General Counsel	DGC, C.A. Allen	4/17/2006
Joint Staff, J5/DDWOT	DDWOT, BG Caslen	4/12/2006
Public Affairs	Copies Provided	4/10/2006

~~FOUO~~

April 19, 2006

TO: Robert Rangel

FROM Donald Rumsfeld *DR*

SUBJECT: Response to Mr. Griffin's Letter

Has this letter from Ron Griffin been answered? Allison Barber delivered it to our office.

Thanks.

Attach. Undated Griffin Ltr to SecDef

DHR:ab
041906-03

.....
Please Respond By April 27, 2006

Mr. Rangel -

Cto has no record of response to Mr. Griffin -

I sent a note to Ms. Barber asking for more info. The letter is undated and there is no return address.

*Sharon
Y.9*

OSD 06911-08



5/1/2008 17:16 PM

~~FOUO~~

11-L-0559/OSD/57242

335 SD

19 Apr 06

19 Apr 06

~~FOUO~~

April 21, 2006

TO: Robert Rangel
FROM: Donald Rumsfeld *DR*
SUBJECT: Mr. Ron Griffin

The way you can find Mr. Griffin is to look up the information on Specialist Kyle Andrew Griffin who was killed on May 30, 2003 in Iraq.

Please locate the address. I would like to write Mr. Griffin a letter.

Thanks.

Attach 4/19/06 SecDef Memo to Robert Rangel (041906-05)

DHR:ss
042106-03

.....
Please Respond By April 27, 2006

OSD 06911-06



5/1/2006 4:17:16 PM

~~FOUO~~

11-L-0559/OSD/57243

336 SD

21 Apr 06

19 Apr 06

335 SD

Dear Secretary Rumsfeld;

A happy and joyous Easter to you, your lovely wife and your entire family from the Griffins. While the majority of Americans seem to only view the world and thus our mission in Iraq through the prism of the agony, passion and suffering of Good Friday I fervently believe that we are closer to the glorious sunrise of Eastern morning. My father always told me that it is darkest just before the dawn.

For all to many Americans who have little if any personal interest in what is going on in Iraq their views are mostly shaped by the nightly news of negativity. On this coming Friday, 21 April, we will journey to Ft. Bragg to be part of a ceremony, which I believe, is what America is really all about. Kyle's roommate, while they trained for LRS before they went to Iraq in 2003, Sgt Josh Roth will graduate from Green Beret School. On that following Monday, 24 April, Sgt John Isenberg, who has served 2 tours in Iraq as a LRS team leader and who was severely injured and in the hospital for 3 months when Kyle was killed will enter Green Beret School. They are the reason we will never lose our focus on what is truly important, that is if you stay exactly where you are showing us the way.

One day in the future I might learn the reason Kyle died, while I live in the reality that he and every other fallen heroes or individual who serves our country has changed the world for the better. The awesome responsibility to guarantee that the sacrifices of all so many would have not been in vain rest predominately with President Bush and yourself. Your leaving the office of Secretary of Defense would be viewed as accepting the defeatist attitude of the likes of Rep. John Murtha and our mission would collapse almost immediately. I would never believe that you think of yourself as having such importance, but you do.

That is the burden you carry, but carry it you do with dignity and perseverance. There are untold and un-listened to Americans plus those in Iraq and Afghanistan who believe exactly the same way. Stay well and I look forward to your next Pentagon briefing where those poor souls of the media attempt once again to get the better of you but fail miserably as always.

Respectfully,

Ron Griffin

Proud father of Specialist Kyle Andrew Griffin who was killed on the true Memorial Day, 30 May 2003 on a road between Mosul and Tikrit and who was born on an equally momentous day 11 September 1982.

19 Apr 06

OSD 06911-06



5/1/2006 4:17:16 PM

11-L-0559/OSD/57244



THE SECRETARY OF DEFENSE
WASHINGTON

JN 3 2003

Mr. and ~~Mrs.~~ Ronald Griffin

(b)(6)

Dear Mr. and Mrs. Griffin,

On behalf of all of us at the Department of Defense, I extend ~~our~~ deepest sympathy on the loss of your son. You are in ~~our~~ thoughts and prayers during this difficult time.

Specialist Kyle Griffin ~~was~~ a devoted soldier committed to defending our country, and he made the ultimate sacrifice while preserving freedom.

Your son gave his very best for America. We are proud of him, and we are grateful for his service.

With deepest sympathy,

Sincerely,

U08406 /03



THE SECRETARY OF DEFENSE
WASHINGTON

APR 28 2006

335 SD

Mr. Ronald Griffin

(b)(6)

Dear Mr. Griffin,

I received your letter, and I want to thank you for it. I deeply appreciate your words of support. They mean all the more in light of the loss your own family has experienced. The years since Kyle's death must have been enormously difficult.

His service has historic meaning, for with the spread of democracy comes the promise of a safer world. I count him among the long line of patriots who have fought to protect and promote democracy.

You and your entire family have my appreciation and gratitude. Please know that I am keeping you in my prayers.

With my best wishes,

Sincerely,

28 Apr-06

OSD 08911-08



5/1/2006 14:46 PM

19 Apr-06

11-L-0559/OSD/57246

4/25
11:30

FOR REVIEW ✓

M 4/25

Robert Rangel

Snowflake indicates

SD wants to at
least see this m

Mr. Ronald Griffin

(b)(6)

Dear Mr. Griffin,

I received your letter, and I want to thank you for it. I deeply appreciate your words of support. They mean all the more in light of the loss your own family has experienced. The years since Kyle's death must have been enormously difficult.

After the edit,
I moved this
sentence up to
this paragraph
b/c it seemed to
fit better w/ the
tone of the 1st
one.

His service has historic meaning, for with the spread of democracy comes the promise of a safer world. I count him among the long line of patriots who have fought to protect and promote democracy.

You and your entire family have my appreciation and gratitude. Please know that I am keeping you in my prayers.

With my best wishes,

Sincerely,

OK
- pls. produce
clear version
for SD
Review / signature
Robert Rangel
4/25

Re M - I think that
SD wanted to see this -
for (b)(6)

Thx
CSC

CSC

Mr. Ronald Griffin

(b)(6)

CSC

M

Dear Mr. Griffin,

I received your letter, and I want to thank you for it. I deeply appreciate your words of support. They mean all the more in light of the loss your own family has experienced.

~~I know that the years since Kyle's death must have been enormously difficult. Your son was an honorable man who was dedicated to the cause of freedom. He died to help keep our country safe, and to secure liberty for Iraqis after years of tyranny.~~ His service has historic meaning, for with the spread of democracy comes the promise of a safer world. I count him among the long line of patriots who have fought to protect and promote democracy.

You and your entire family have my appreciation and gratitude. Please know that I am keeping you in my prayers.

With my best wishes,

Sincerely,

4/24
0820

FOR REVIEW

M 4/24

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facts

Robert Rang

R.

4/24

* Sir - didn't he
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Used some lang. from
other similar
letter

The
CSC 4/24

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

DSD
USD(P)  APR 25 2006

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA)

SUBJECT: Inter-American Defense Board (IADB)

- You asked who designates the U.S. military representative to the IADB and how the body can be better utilized in a post-9/11 world.
- Historically, an Army Major General has served as the Chairman of the IADB.
 - As a “joint-duty critical position,” the CJCS has traditionally appointed this individual, but there is no legal or regulatory requirement for this practice.
 - The CJCS, VADM Holcomb, and I believe this billet should be included in the “slate process.” This would give you more control. (Chairman’s memo at Tab A)
 - The United States is voluntarily giving up the Chairman’s position (while retaining the leadership of the College), further circumscribing our ability to use the Board to advance directly our interests.
 - o The price of establishing a clear juridical link between the IADB and the OAS was to subject all leadership positions to democratic elections.
- The Chairman of the IADB is actually filling an “international officer” position. The real U.S. representative is the head of the U.S. Delegation, the Vice Director of J-5.
- The opportunities to better utilize the IADB are limited: it is an *international* institution, not ours, and is subject to the political realities of the Inter-American system, which is often wary of U.S. motives.
- However, recent changes to the IADB’s statutes, championed by the United States, offer new opportunities for expanded and more relevant activities by the Board.
 - Heretofore, the IADB could only undertake limited, non-controversial taskings from the OAS such as demining in Central America, small arms and light weapons

OSD 06928-06



4/28/2006 3:36:30 PM



~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/57249

security, and inventories of confidence- and security-building measures.

- The Board is now charged with providing technical and consultancy services to individual member states at their request and to take into special account the needs of the smaller states, whose level of vulnerability to new transnational threats is greater.
- This is a remarkable step forward for the Board, and we see important opportunities to address the concerns of the Caribbean island states and Central America.
 - o The first request will be for assistance with security for the World Cup of Cricket being held in the Caribbean next year, a potentially important GWOT challenge.
- As indicated in previous correspondence, the Chairman considers the IADB to be “a unique and valuable mechanism to constructively influence the region on security issues.” (Tab B) I am less positive about its past, but it does have enormous potential, particularly under its new rules.

COORDINATION: None

Attachment: As stated



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-6000

CH-0232-06
20 March 2006

MEMORANDUM FOR THE UNDER SECRETARY OF DEFENSE FOR POLICY

Subject: Inter-American Defense Board (IADB)

1. In response to your request (enclosure) regarding the SecDef's question, I appoint the **Chairman, IADB**, in my role as Chairman of the Joint Chiefs of Staff. Major General Huber is currently serving as Chairman, **IADB**; he is "dual-hatted" as the Director, Inter-American Defense College (**IADC**). Although this is the **current** practice, the time may be right for **change**.
2. The **IADB** is formalizing its link to the Organization of American States. Pending implementation of the new statutes, all senior positions **will** be elected, to include the **Chairman** of the Board -- a position that the United States intends to **relinquish**. The position of Director, **IADC**, is also elected; however, by agreement of the **Board**, the United States will retain this position as the host **nation**. The remaining US representation **on** the **board** and the means to exert influence **in this** international forum will be through the Chief, US Delegation. Accordingly, the US Delegation is reviewing the option to **dual-hat** the **two** positions of Chief, US Delegation, and Director, **IADC**.
3. In light of the evolving Western Hemisphere security environment, I therefore recommend that the Secretary of Defense consider adding **this** international/joint billet to the "slate process." This move will enhance US prestige and stature within the **IADC** and the **IADB** as well as advance US hemispheric policy.

PETER PACE
General, United States Marine Corps
Chairman
of the Joint Chiefs of Staff

Enclosure

~~FOR OFFICIAL USE ONLY~~

11-L-0359/OSD/57231



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20319-0000

11:00

INFO MEMO

CM-0080-05
6 December 2005

FOR: SECRETARY OF DEFENSE

FROM: General Peter Pace, CJCS *P. Pace*

SUBJECT: Inter-American Defense Board (IADB) (SF 101405-05)

- **Answer.** In response to your issue (TAB A), I appoint the Chairman of the IADB in my role as Chairman. The board is the military advisory body to the Organization of American States. It is in the US military's interest to continue to support this board.
- **Analysis**
 - The IADB is a multinational organization chaired by a US two-star (currently Major General Keith Huber) who serves as an "international" officer. He is dual-hatted as Director, Inter-American Defense College (IADC), a DOD-recognized senior Service college. The Joint Staff/J-5 Vice Director is the US delegate to the board.
 - The IADB offers the Department of Defense a unique and valuable mechanism to constructively influence the region on security issues. Although the board has a limited mandate, it has been a useful tool in US efforts to encourage regional confidence and security building measures such as de-mining, peacekeeping operations, and disaster response. The Joint Staff works closely with your staff to help the IADB further US initiatives.
- Information paper (TABB) provides further information.

COORDINATION TAB C

Attachments:
As stated

Prepared By: Lieutenant General Victor Renuart, USAF; Director, J-5; (b)(6)

OSD 23922-05

FOR OFFICIAL USE ONLY

~~FOUO~~

October 14, 2005

TO Eric Edelman
CC: Gen Pete Pace
FROM: Donald Rumsfeld *RA.*
SUBJECT: Inter-American Defense Board

Please take a look at the Inter-American Defense Board -- who we appoint there,
what it does and whether or not we want to continue doing it.

Thanks.

DNK:am
101409-01

.....
Please Respond By 11/10/05

~~FOUO~~

OSD 23305-05



4/28/2006 3:33:50 PM

11-L-0559/OSD/57253

TAB B

16 November 2006

INFORMATION PAPER

Subject: Inter-American Defense Board (IADB)

1. Purpose. To describe the IADB.

2. Key Points

- Established in 1942, the IADB later became the **military advisory body** to and is funded by the Organization of American States (OAS). Its mission is to provide technical advice and educational expertise on defense and security issues. Although slow to adapt to the post **Cold-war** environment, the IADB is increasingly relevant in terms of providing a security structure to counter transnational threats. It is the only entity that supports the OAS in these matters.
- Consistent with US national military strategy, US participation in the IADB and Inter-American Defense College demonstrates a commitment to the region and enhances military-to-military contacts with member nations. The board is comprised of 26 delegations from the 34 OAS member states; the college has graduated 2,128 officials, including 2 presidents, 50 ministers, and 497 general/flag officers.
- The IADB provides a venue to positively influence the region's military leaders via: promotion of common interests like counterterrorism, humanitarian relief, demining, counternarcotics, interoperability, and peacekeeping; a forum to advance US interests by providing direct access to people of influence; and maintenance of a democratic hemisphere that promotes civilian oversight of the military and respect for democratic principles.
- The IADB offers the Department of Defense a unique and valuable mechanism for interaction with the OAS on hemispheric security issues. The board's limitations lie in the political landscape of the region, not in its role. Were the United States to withdraw support, others would seek to replace it with a less friendly framework. Therefore, the US delegation is advancing an agenda to revitalize the board by seeking a juridical link to the OAS along with other measures to involve it with DOD initiatives in the region.

Tab B

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51
1800 ✓
FOR OFFICIAL USE ONLY

ACTION MEMO

Robert Rangel
SECRETARY OF DEFENSE

FROM: Eric Edelman, Under Secretary of Defense for Policy ⁴² MAY 01 2006

SUBJECT: Recommendation List of Countries to Visit

- You asked for thoughts on how to address your list of countries with other Cabinet secretaries so they could consider it in their travel plans (:
- We agree that Cabinet-level visits to targeted countries that have, for example, distinguished themselves through strong mil-to-mil relations and commitment to the GWOT would be a useful way to reinforce U.S. support for these countries and send a more unified message of high-level support.
- Your list is comprehensive and covers many of the priority countries for the Department and the broader U.S. Government. Given the relative success of its recent democratic elections in March 2006, we propose adding Ukraine to the list as well.
- You might want to consider sending this list to Steve Hadley so he can disseminate it to other Cabinet members via the NSC. We have a drafted a letter from you to Hadley and a version of the list with short explanations on why each country merits Cabinet-level visits (Tab A).

RECOMMENDATION: That you sign the note at Tab A to Steve Hadley.

Approve: RA Disapprove: _____ Other: _____

MAY 3 2006

FOR OFFICIAL USE ONLY

MA SD		SMA DSD	
<u>CSA SD</u>	<u>125/1</u>	SA DSD	
EXCISE	<u>0568/0</u>	<u>SD 157255 0700</u>	
ESR MA	<u>1516/1</u>	STF DIR	

OSD 06944-06



5/1/2006 1:11:17 PM



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S
D

120406

TAB A

~~FOR OFFICIAL USE ONLY~~

TO Steven J. Hadley

FROM: Donald Rumsfeld  MAY 3 2006

SUBJECT: List of Countries for Cabinet-Level Visits

I recently came up with a list of countries (attached) that would merit a visit by other Cabinet members. Such visits would greatly contribute to our unity of government effort with respect to the GWOT and would help strengthen our overall relationships with these important countries.

You might want to think about sharing this list with Cabinet members so that they can consider these countries when making their official travel plans.

OSD 08944-06



5/3/2006 12:57:57 PM

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/57257

Tunisia

Senior visits could strengthen the U.S.-**Tunisian** partnership in the War on Terror and encourage political reform commensurate with the recent progress they have made in economic development, education, and women's rights.

Algeria

Algeria is taking a turn for the better after **15** years of civil war. The Algerians **are** looking for partners on a variety of fronts, and the **U.S.** should engage. President **Putin** visited in early March, **so** we need to get busy.

Pakistan

Current restrictions limit travel to **Pakistan**, but the **country** merits high-level attention to underscore that we are serious about **our** partnership. It is important to deliver a continuous, high-level message that the U.S. is committed **Pakistan's** overall development - not just military/security issues.

India

We should look to build the broadest-possible strategic relationship with India.

Mongolia

Mongolia increasingly looks to the United States for **support** given its geographic position between China and Russia. Mongolia **has** been a strong contributor to the war on terrorism. It is currently on its 6th OIF rotation and 5th OEF rotation.

Kazakhstan

Kazakhstan is one of the most strategically important countries in Central Asia. Cabinet-level visits could **focus** on political and economic reform, security sector capacity building, and development of inter/intra-regional energy and commercial ties.

Azerbaijan

Azerbaijan is also strategically important in Central Asia and possesses significant energy resources. Discussions could focus on stronger integration into Euro-Atlantic institutions and development of the energy sector.

Georgia

Georgia is a westward-leaning, new democracy with key energy transit potential. Discussions could focus **on** Euro-Atlantic integration, internal stability, political and economic reform.

Ukraine

Ukraine is a developing democracy, having held its freest elections **yet** in March. Cabinet members could focus on the importance of Euro-Atlantic integration (emphasis **on** NATO), political and economic reform.

Colombia

Colombia's overall development should be a priority for the interagency. No country in the Western Hemisphere cooperates more closely with us on extradition and maritime drug interdiction. Despite being an important regional ally, Colombia **has** many social and economic problems, and it is not immune to the leftist wave sweeping the **region**. We cannot take Colombia or President Uribe for granted and need to continue our **support** at the highest levels.

Central American Countries

As the President noted when he signed CAFTA into law in August 2005, we have to strengthen the countries of Central America against "forces that oppose democracy, seek to limit economic freedom and want to drive a wedge between the United **States** and the rest of the Americas." Cabinet-level contacts in Central America can encourage improved governance, economic progress and integration of **maritime/border security**.

Vietnam

Hanoi has come to see the U.S. as an important balancing influence in southeast Asia. **This** is a relationship with a **great** deal of potential. We have had a string of positive defense interactions with Vietnam. The country does receive some cabinet-level visits, but a **focus** on economic issues would be useful in developing our overall relationship.

Indonesia

Indonesia is a strategically important Muslim country. President Yudhoyono is investing significant capital in defining the U.S. relationship. We recently announced a new **military-to-military** cooperation policy and lifted legislative restrictions on security assistance. A key **to** success for Indonesia is economic development and **trade**.

~~FOUO~~

February 27, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld

D.R.

SUBJECT: Recommendation List of Countries to Visit

I had lunch with Secretary Carlos Gutierrez last week. During the course of it, I gave him the attached list of countries and said I thought it would be useful for him to try to visit them, that he could do our country a lot of good and be a part of our global engagement strategy. He was pleased and is interested. He has visited one or two of them and will try to visit some of the others.

What do you think about the idea of my discussing this list of countries when I have the Cabinet over to the Pentagon? I could talk to them about the countries, and tell them why I think it's important that they visit, and how it could be helpful to us.

Why don't you take a look at this list and tell me how you would address it. I can explain why I have each one on the list.

Thanks.

Attach: 2/23/06 SecDef MFR

DHR:ss
022305-28

.....
Please Respond By 03/16/06

ask
5/3
MAY 02 2006
SNOWFLAKE RESPONSE ATTACHED

~~FOUO~~

OSD 05412-06

11-L-0559/OSD/57260

~~FOUO~~

February 23, 2006

SUBJECT List of Countries

Countries I would like ~~other~~ Cabinet Officers to visit include:

- Tunisia
- Algeria
- ~~Pakistan~~
- India
- **Mongolia**
- Kazakhstan
- Azerbaijan
- Georgia
- Colombia
- Central American Countries
- Vietnam
- Indonesia

D81A.00
022306-20

~~FOUO~~

11 L 0550/OSD/57261

~~FOR OFFICIAL USE ONLY~~

TO: Steven J. Hadley

FROM: Donald Rumsfeld  MAY 3 2006

SUBJECT: List of Countries ~~for~~ Cabinet-Level Visits

I recently came up with a list of countries (attached) that would merit a visit by other Cabinet members. Such visits would greatly contribute to ~~our~~ unity of government effort with respect to the GWOT and would help strengthen ~~our~~ overall relationships with these important countries.

You might want to think about sharing this list with Cabinet members so that they can consider these countries when making their official travel plans.

OSD 06944-08



5/3/2006 2:57 57 PM

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/57262

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MAY 06

1 MAY 06

Tunisia

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~~FOUO~~

MAY 01 2006

TO: Stephen J. Hadley
FROM: Donald Rumsfeld *DR*
SUBJECT: Iraqi Police Service Briefing

THAD

Attached is the Iraqi Police Service briefing. It might be of interest to you.

Attach 2/15/06 Iraqi Police Service Briefing

DHR:es
042806-07

OSD 06992-06



5/1/2006 1:31:40 PM

1 made

~~FOUO~~

11-L-0559/OSD/57265



**Jordan International Police Training Center
(JIPTC)**

Iraqi Police Service

Class 26

Class Profile

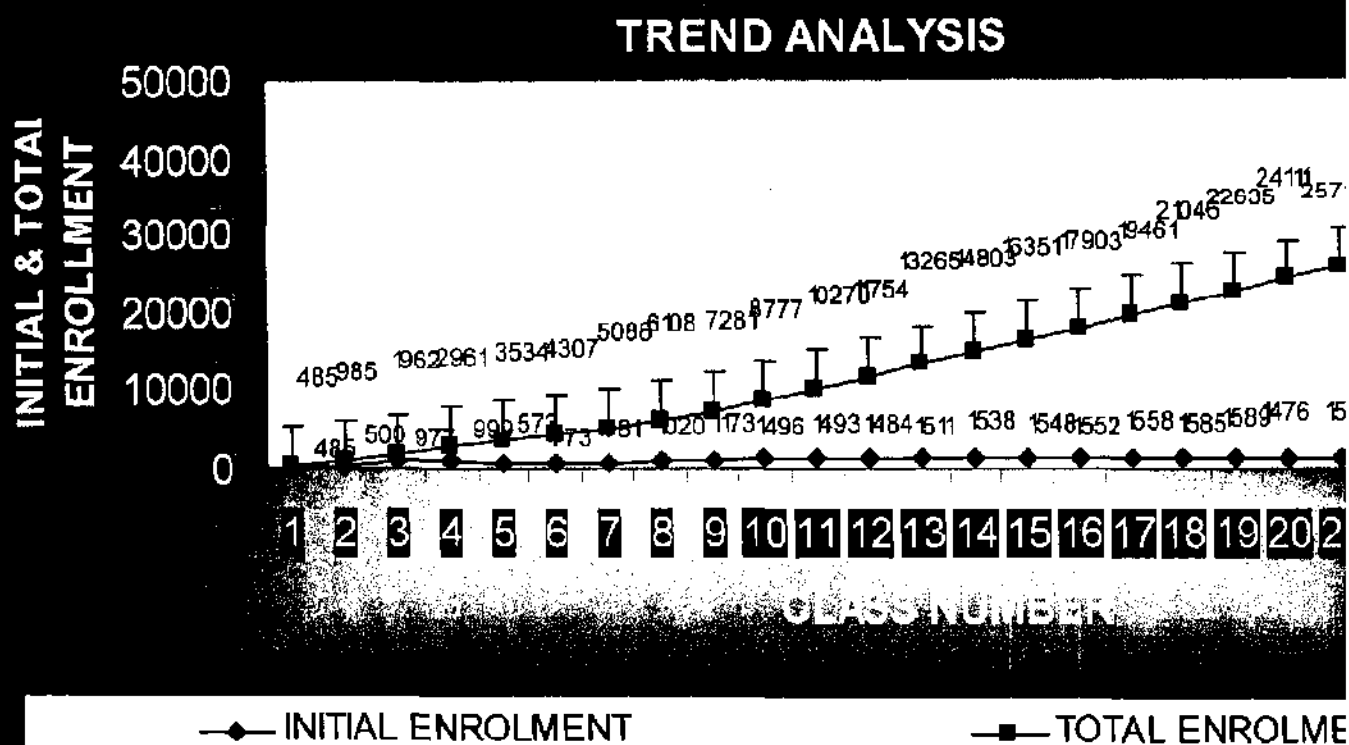
15 February 2006

Scheduling & Records Administration

TI-L-0559/OSD/57266



Trend Analysis Enrollment C1-C26



Scheduling & Records Administration

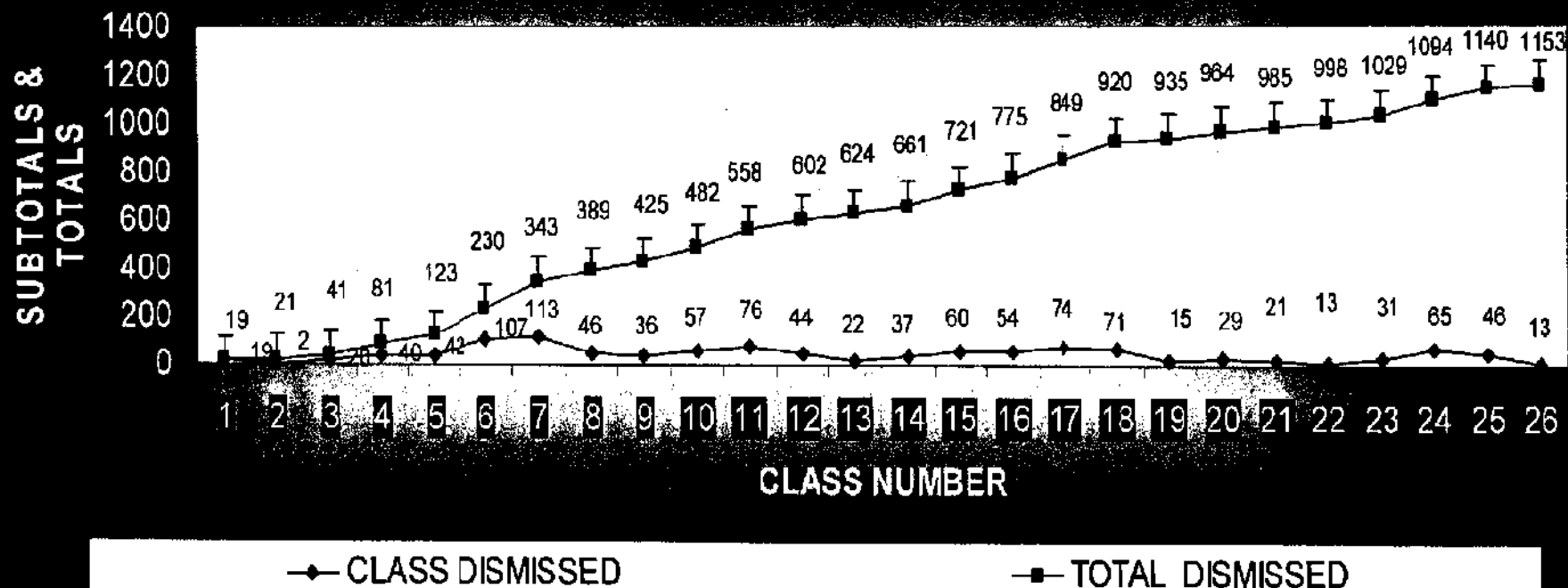
TT-L-0559/OSD/57267



Trend Analysis Attrition C1-C26



TREND ANALYSIS



Scheduling & Records Administration

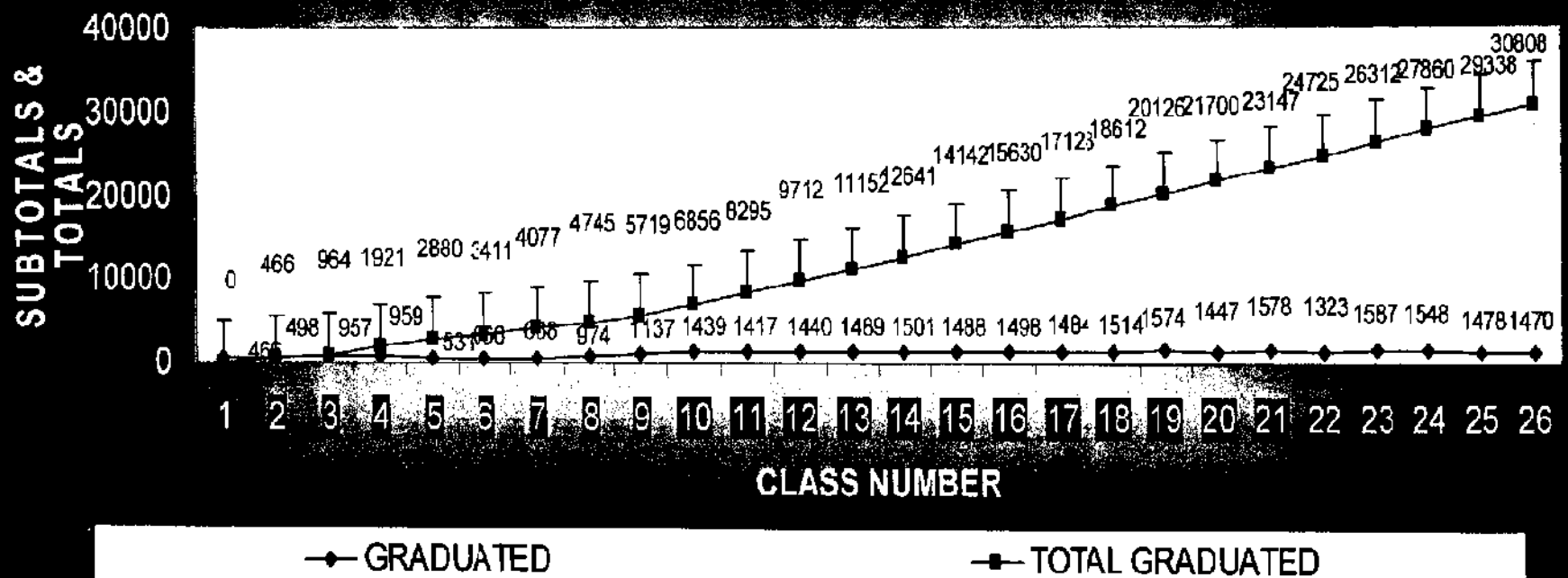
11-L-0559/OSD/57268



Trend Analysis Graduation C1-C26



TREND ANALYSIS

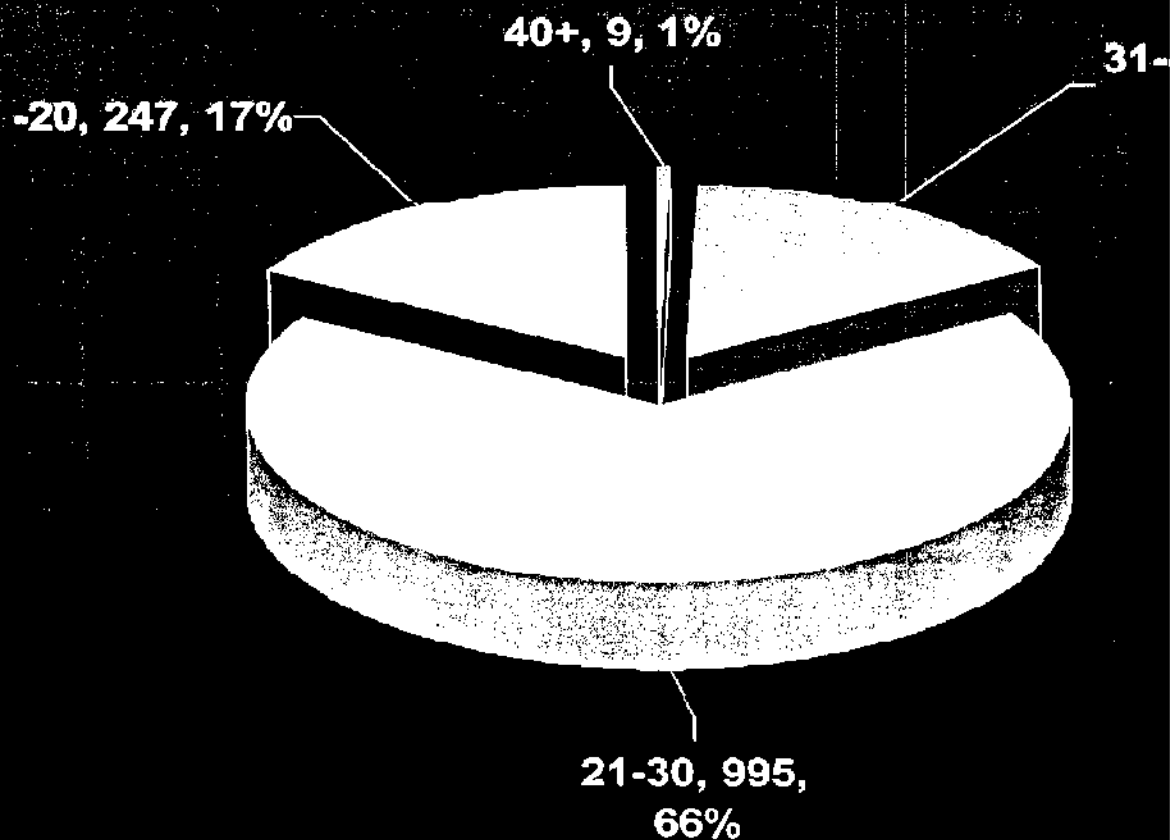


Scheduling & Records Administration

11-E-0559/OSD/57269



Age Class 26



Scheduling & Records Administration

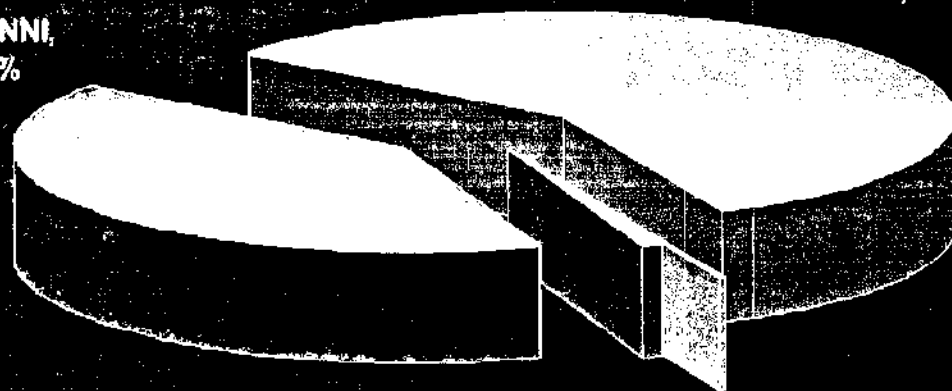
IT-L-0559/OSD/57270



Religion Class 26

■ MUSLIM SUNNI,
604, 40.7%

■ MUSLIM SHIE'A
864, 58.3%



■ YAZEDY, 13,
0.9%

■ CHRISTIAN,
0.1%

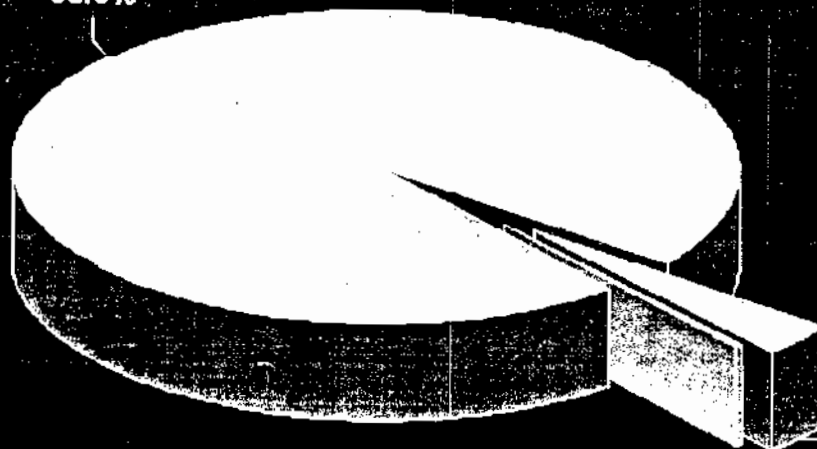
Scheduling & Records Administration

11-L-0559/OSD/57271



Ethnicity Class 26

ARABIC, 1431,
96.5%



KURDISH

TURKOMAN, 4, 0.3%

Scheduling & Records Administration

TT-LE-0559/OSD/57272



Education Class 26

Intermediate
School(Grade7-9),
727, 48%



Preparatory School
(Grade10-12), 172,
12%

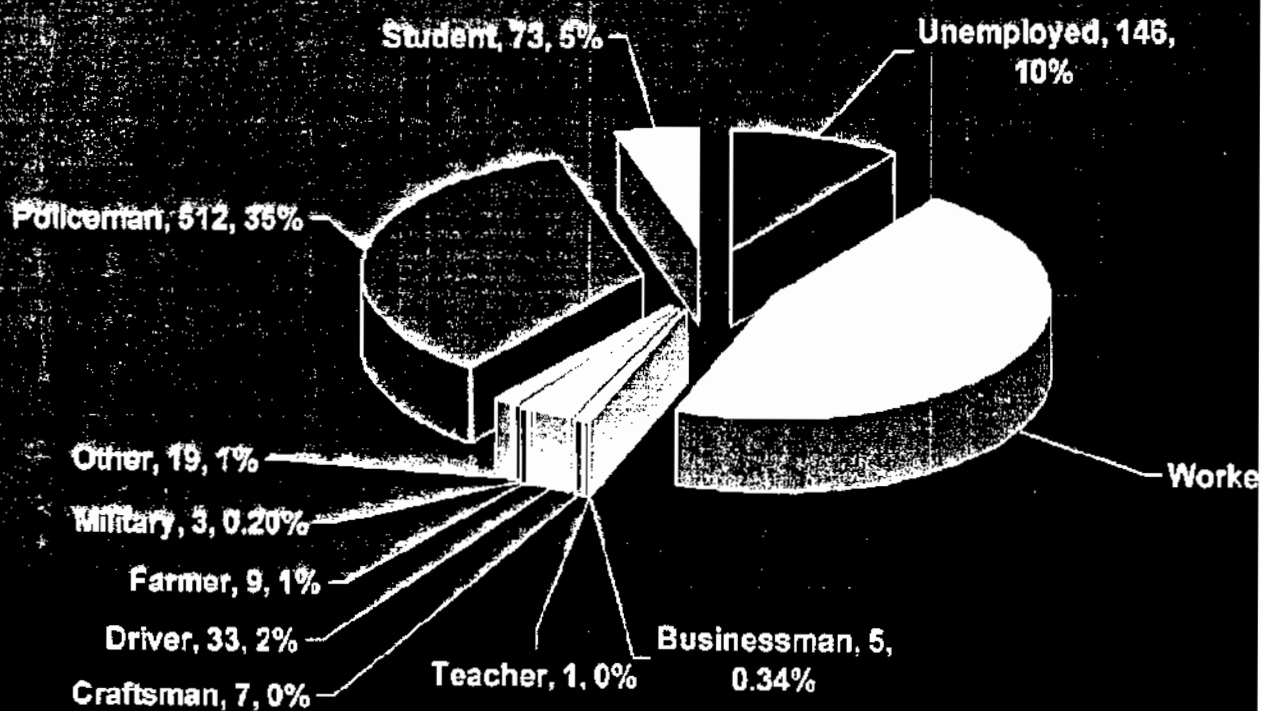
Higher
Education/University
, 114, 8%

Scheduling & Records Administration

11-L-0559/OSD/57273



Last Employment Class 26

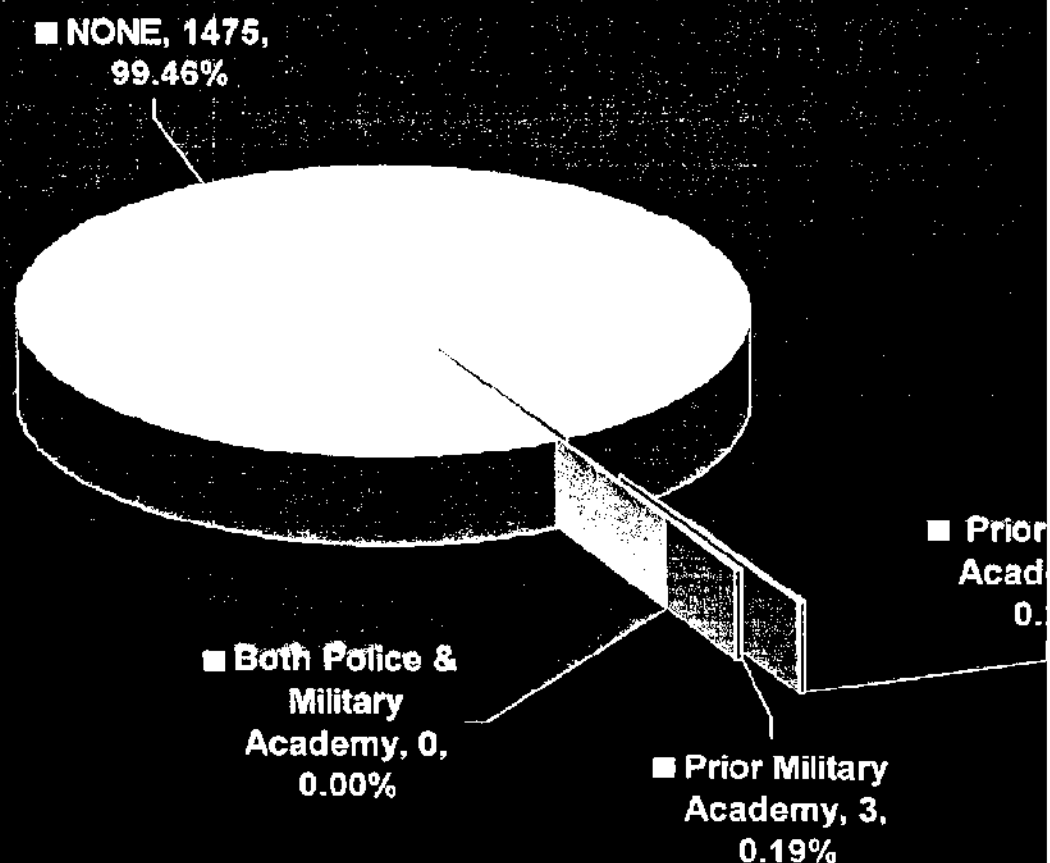


Scheduling & Records Administration

11-L-0559/OSD/57274



Prior Academy, Police or Military Experience



Scheduling & Records Administration

11-E-0559/OSD/57275



Police & Military Experience

before 2003, Class 26

**BOTH POLICE &
MILITARY, 14, 1%**

**Military Experience,
466, 31%**

NONE, 897, 61%

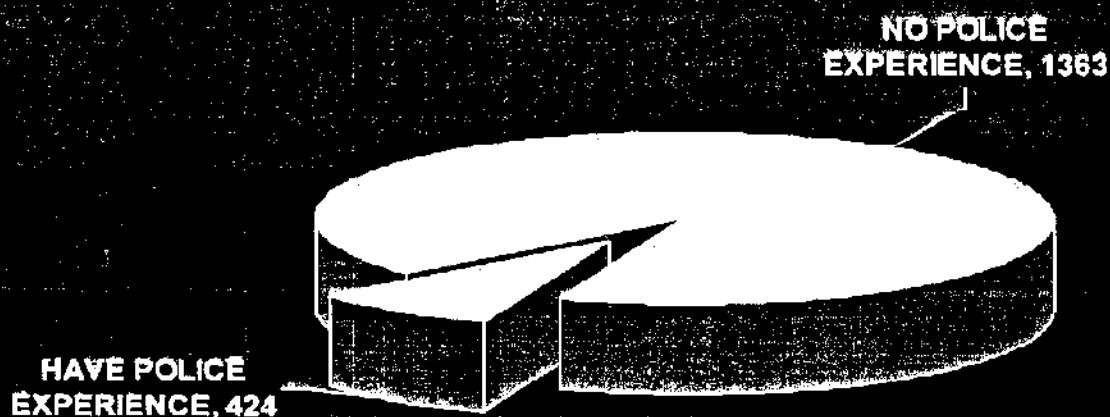
**Police Experience,
106, 7%**

Scheduling & Records Administration

11-E-0559/OSD/57276



IPS CLASS 26 POLICE SERVICE EXPERIENCE before 2003



IPS Class 26 Iraqi Police Servicemen Overview

Scheduling & Records Administration

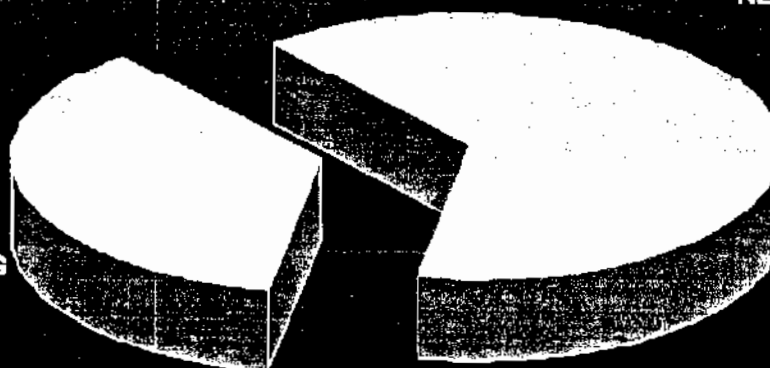
11-L-0559/OSD/57277



IPS CLASS 26

current status

**CURRENTLY SERVING
POLICE, 535, 36%**



**NEW RECRUIT, 948
64%**

IPS Class 26 Iraqi Police Servicemen Overview

Scheduling & Records Administration

11-L-0559/OSD/57278



CLASS 26 IPS EXPERIENCE

IPS Ranks

COs, 5, 1%



NCOs, 530,

IPS Class 26 Iraqi Police Servicemen Overview

Scheduling & Records Administration

FILE-0559/OSD/57279

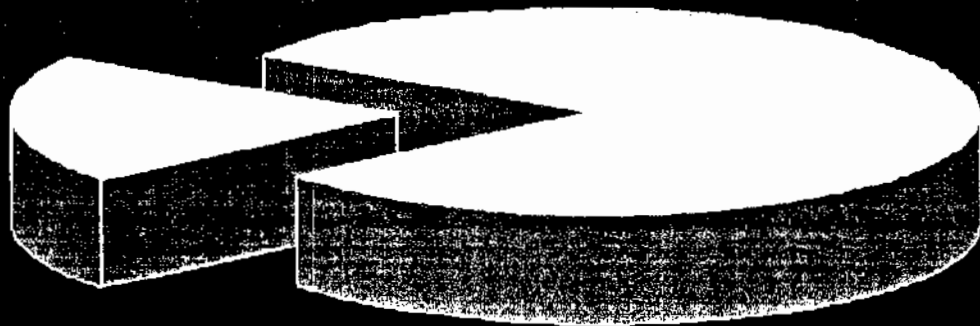


CLASS 26 IPS EXPERIENCE

IPS Ranks

1st LIEUTENANT,
1, 20%

2nd
LIEUTENANT
80%



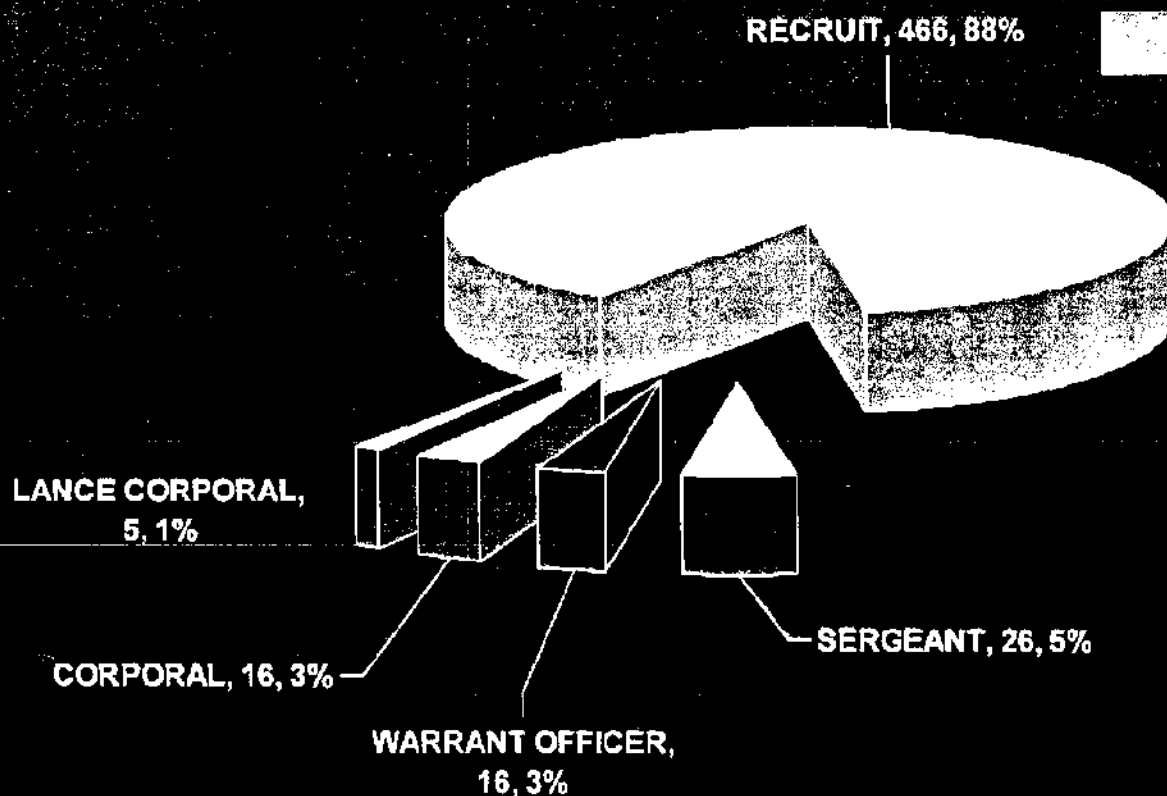
IPS Class 26 Iraqi Police Servicemen Overview

Scheduling & Records Administration

TFE-0559/OSD/57280



CLASS 26 IPS EXPERIENCE NON-COMMISSIONED OFFICERS



IPS Class 26 Iraqi Police Servicemen Overview

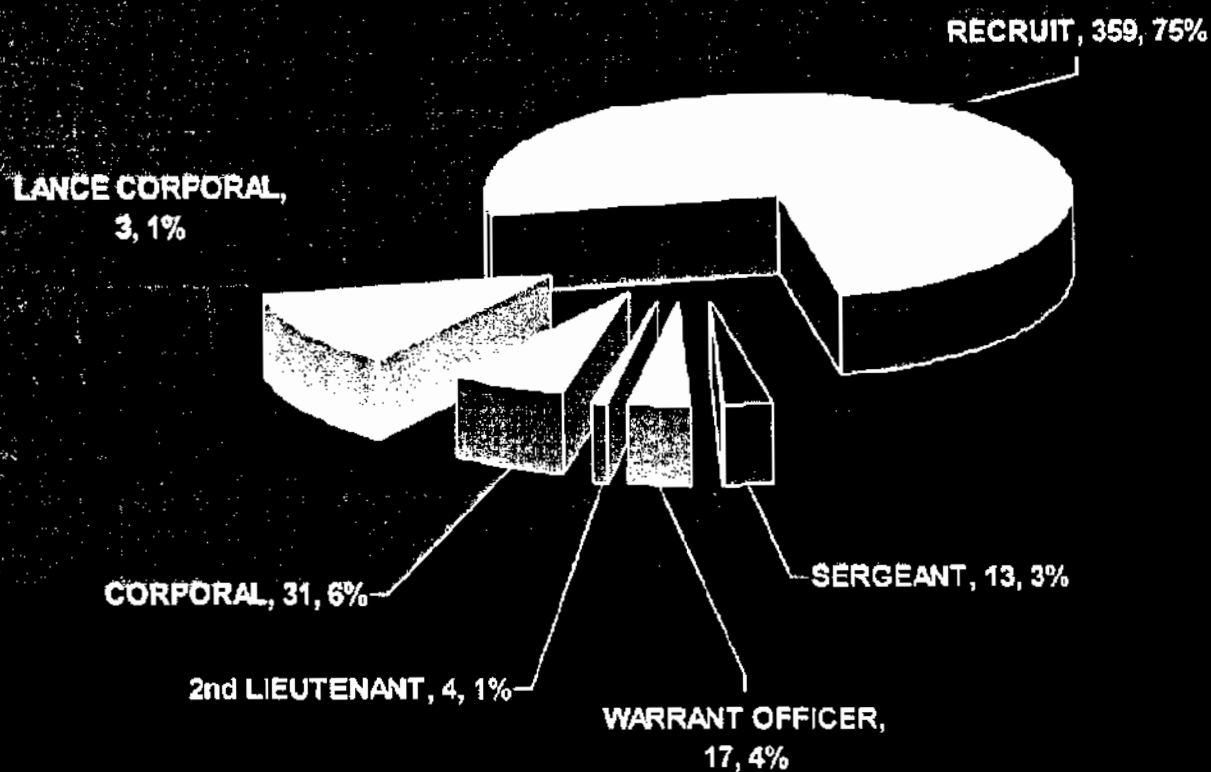
Scheduling & Records Administration

FILE-0559/OSD/57281



PREVIOUS MILITARY EXPERIENCE RANKS

CADETS WITH PREVIOUS MILITARY EXPERIENCE
480 / 32%

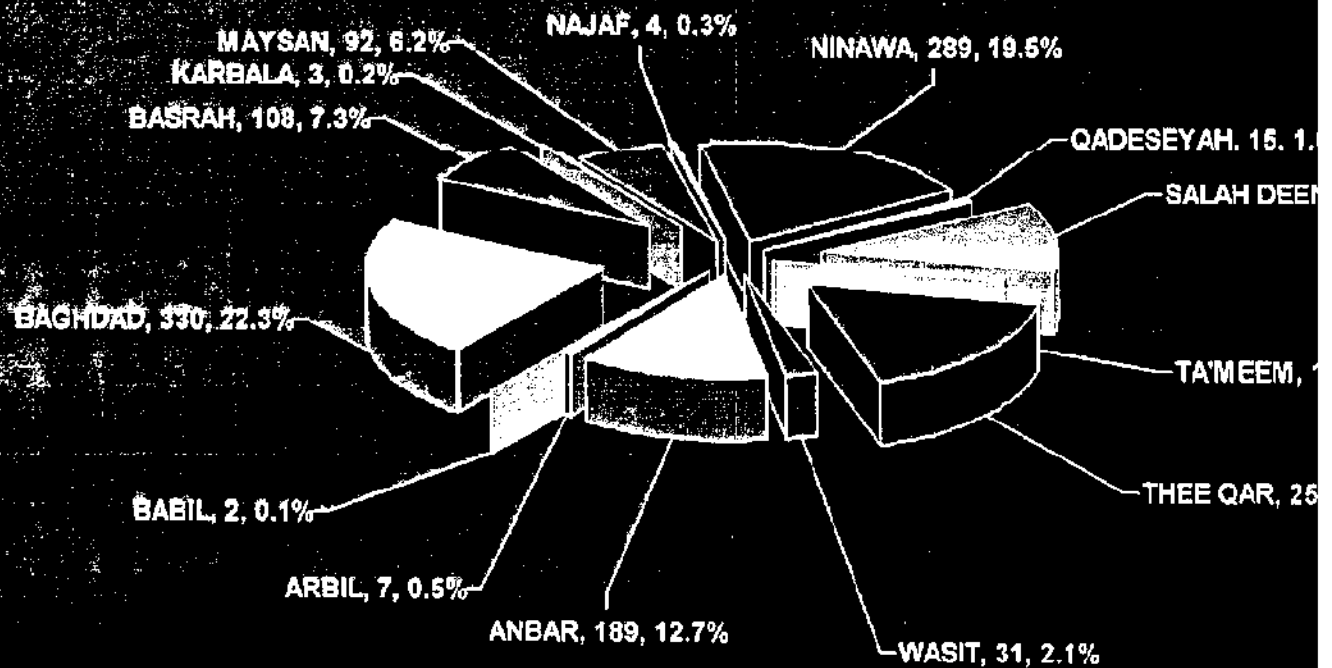


Scheduling & Records Administration

11-L-0559/OSD/57282



Iraqi Police Cadet Distribution (by Province of Residence) Class 26



Scheduling & Records Administration

11-L-0559/OSD/57283

MNB (NW)



RECRUIT CENTER
BREAKDOWN

CLASS 26

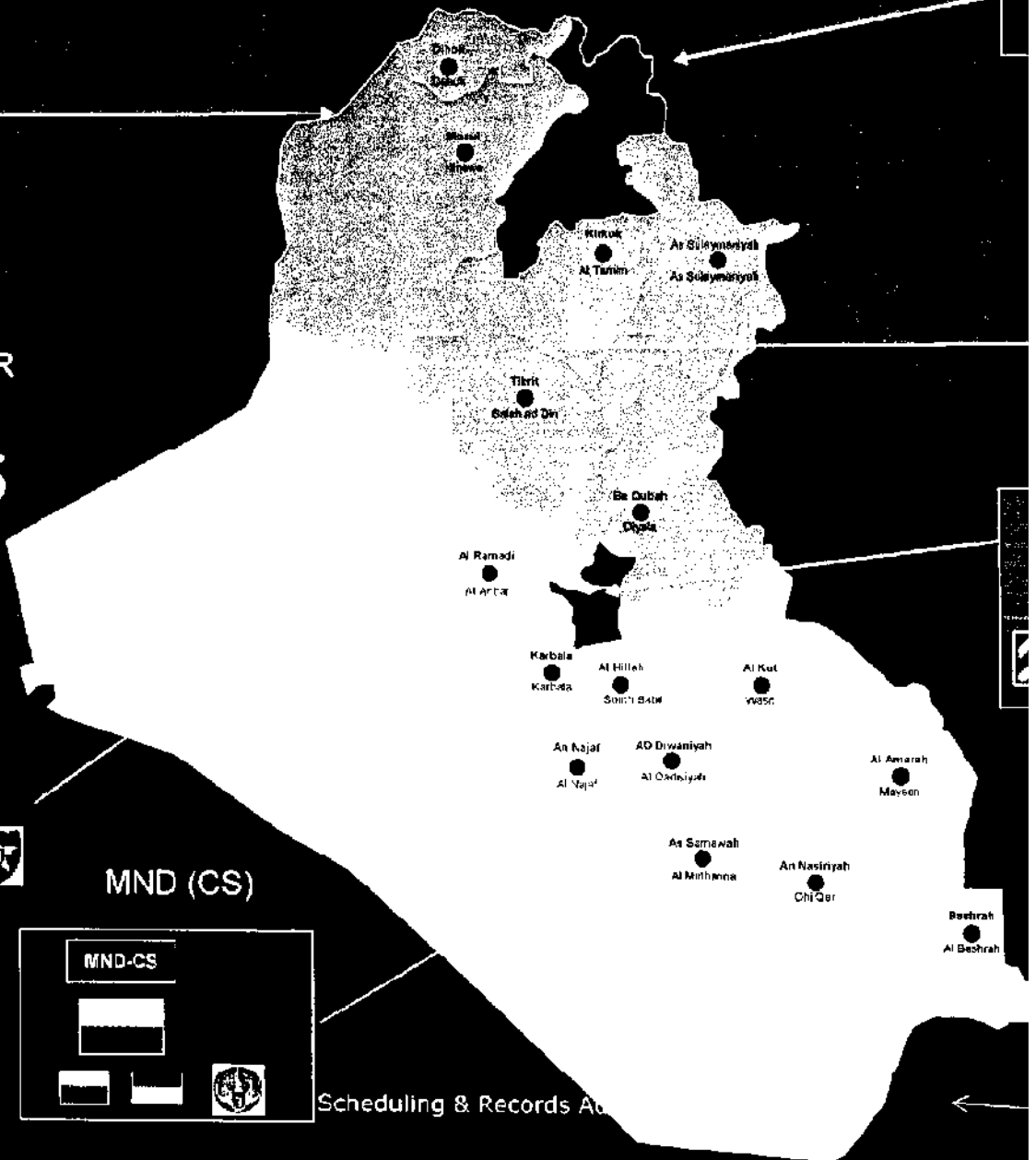
MNF (W)



MND (CS)



Scheduling & Records Ad

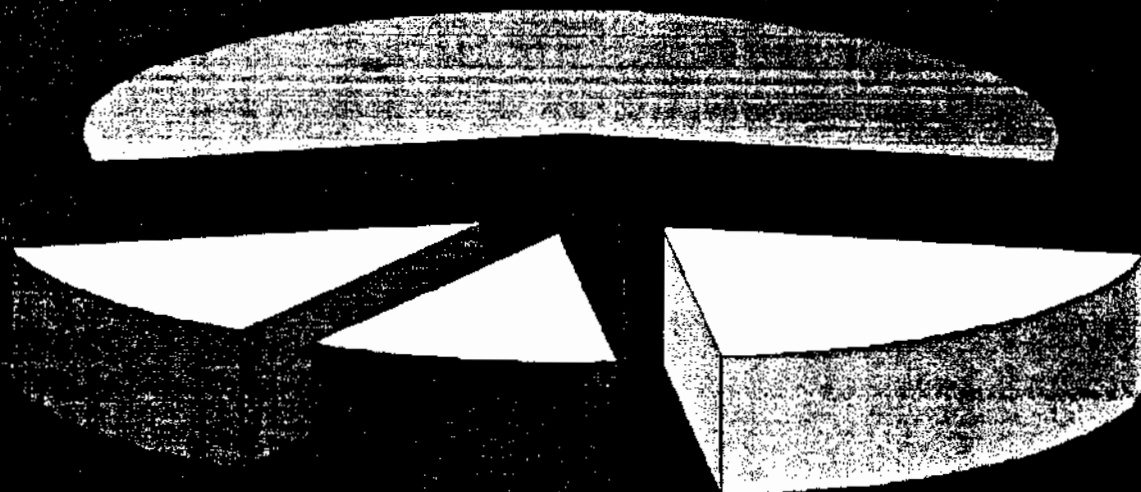


11-L-0559/OSD/57284



Iraqi Police Cadet Distribution (by Regional Recruit Centers)

■ MND(B), 842, 57%



■ MFN(W), 188, 13%

■ MNB(

■ MND(CN), 151, 10%

Scheduling & Records Administration

11-L-0559/OSD/57285



Iraqi Police Cadet Distribution by MND(B) City Recruit Centers

■ Baghdad, 842, 100%



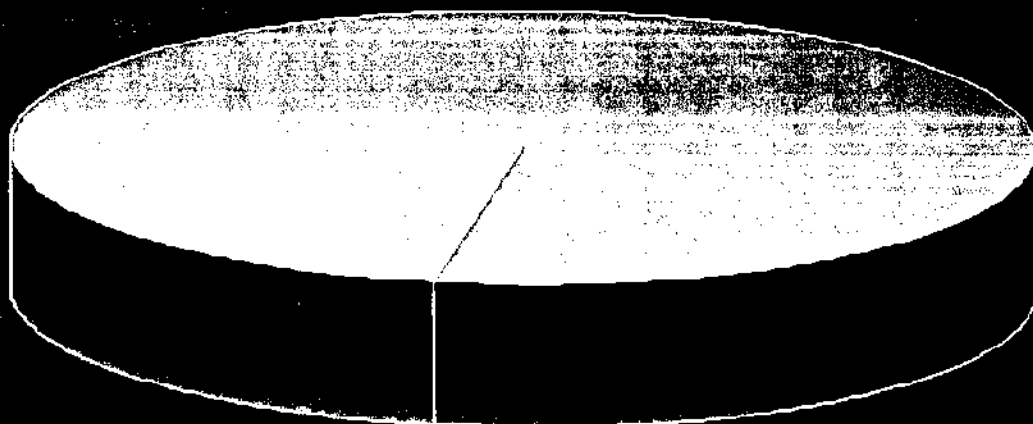
Scheduling & Records Administration

11-L-0559/OSD/57286



Iraqi Police Cadet Distribution by MNB (NW) City Recruit Centers

■ Mosul, 302,
100%



Scheduling & Records Administration

IT-LE-0559/OSD/57267



Iraqi Police Cadet Distribution by MND(CN) City Recruit Centers

■ Tikrit,



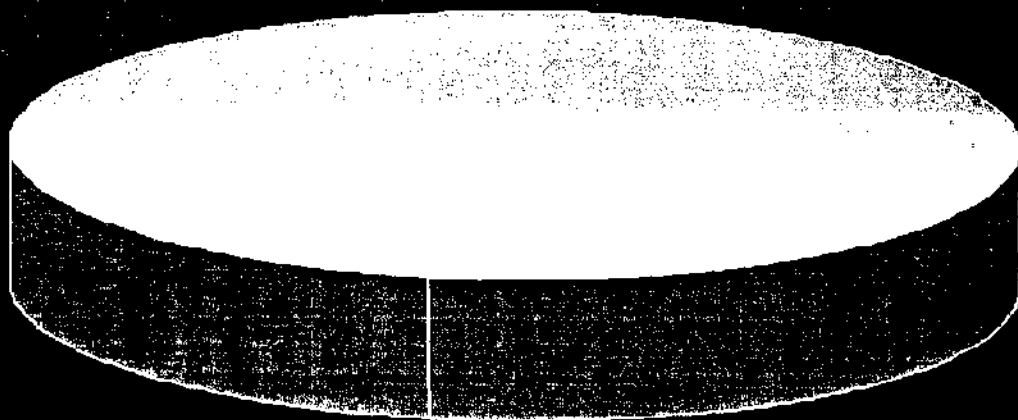
Scheduling & Records Administration

TT-LE-0559/OSD/57288



Iraqi Police Cadet Distribution by MFN (NW) City Recruit Centers

Ar Ramadi, 188,
100%



Scheduling & Records Administration

TI-E-0559/OSD/57269

~~FOUO~~

January 05, 2006

TO: David Chu

FROM: Donald Rumsfeld *D.R.*

SUBJECT: The Request I mentioned to you

That woman's name is Christine (something), and she is from Denver. She wants us to push the Hispanic Association of Colleges and Universities (something to that effect -- I believe it is a task force.)

Please **look** into that for me.

Thanks

DHR:ss
010506-21

.....
Please Respond By 02/01/06

~~FOUO~~

11-L-0559/OSD/57290

OSD 07034-06



5/1/2006 6:23:19 PM



PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

INFO MEMO

May 1, 2006, 1:58 PM

FOR SECRETARY OF DEFENSE

FROM: David S. C. Chu, Under Secretary of Defense (P&R)

SUBJECT: *David S. C. Chu* Hispanic Association of Colleges and Universities

- Following a discussion with Dr Christine Johnson, you asked for information on the Department's involvement with the Hispanic Association of Colleges and Universities (HACU)(TAB A).
- Since 2003 the Department has participated in a DoD/HACU Collaborative Partnership Task Force. The Task Force includes HACU, USD(P&R), and USD(AT&L).
- The objectives of the Task Force are to enhance the capacity of HACUs to support DoD objectives and initiatives, expand employment opportunities for students and faculty members of Hispanic-Serving Institutions (HIS), and increase HIS opportunities for research, development, and technical assistance.
- HACU will host the next Task Force meeting on June 20, 2006, in Washington, DC. The focus of the meeting will be discussion and agreement on tangible programs to achieve the objectives. We will provide you an update following the meeting.

Attachments:
As stated

Prepared by: Mr. Clearance Johnson, OUSD (P&R) (b)(6)

11-L-0559/OSD/57291

OSD 07034-06



5/1/2006 6:23:21 PM

~~FOUO~~

February 27, 2006

TO: David Chu
CC: **Fran** Harvey
Donald Winter
Michael Wynne

FROM: Donald Rumsfeld *DR*

SUBJECT: Wounded Warrior Barracks

I visited the Wounded Warrior barracks for Marines at Camp Lejeune on Friday. It is a darn good concept. I think you folks -- particularly in the Army -- ought to take a look at it and see what they're doing. It may be something the other Services ought to do.

It is even possible there ought to be a Joint Wounded Warrior barracks, rather than barracks by Service, although there are **certainly** advantages to doing it by Service.

I **am** told it opened last September. They have some terrific people **running** it.

Please take a look at it, work with Fran Harvey, Don Winter, and Michael Wynne to get their input, and then get back to me on it.

Thanks.

DHR:as
022706-14

.....
Please Respond By 03/28/06

~~FOUO~~

11-L-0559/OSD/57292

OSD 07097-06



5/2/2006 12:38:29 PM



PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

INFO MEMO

April 3, 2006

FOR: SECRETARY OF DEFENSE

FROM: David S. C. Chu, USD (PERSONNEL & READINESS)

David S. C. Chu 15 April 06
SUBJECT: "Wounded Warrior Barracks – Service Emulation of Marine Corps Model

- Army: Primary focus is on returning Wounded Warriors to the vicinity of their homes for recuperation and rehabilitation.
- For those needing treatment at Walter Reed or Brooke Army Medical Centers, accommodations similar to the Marines' Wounded Warrior Barracks are provided.
- Navy and Air Force: To the maximum extent possible, Sailors and Airmen recuperate in the familiar environment of their home station communities.
- The few with more serious injuries whose needs cannot be met in that manner are supported using capabilities in the National Capital or San Antonio regions.

RECOMMENDATION: None – information only

COORDINATION: Information contained herein was received from each of the Military Services concerned.

ATTACHMENTS: None

PREPARED BY: George Schaefer, DoD-State Liaison Office, (b)(6)

11-L-0559/OSD/57293



TAB

A

~~FOUO~~

February 27, 2006

TO: David Chu
CC: Fran Harvey
Donald Winter
Michael Wynne

FROM: Donald Rumsfeld

DA.

SUBJECT: Wounded Warrior **Barracks**

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It is even possible there ought to be a Joint Wounded Warrior **barracks**, rather than banacks by Service, although there **are certainly** advantages to doing it by Service.

I am told it opened last September. They have some terrific people running it.

Please take a look at it, work with Fran Harvey, **Don** Winter, and Michael Wynne to get their input, and then get back to me **on** it.

Thanks.

DHR:js
022706-14

.....
Please Respond By 03/28/06

~~FOUO~~

11-L-0559/OSD/57295

OSD 07097-06



5/2/2006 12:38:29 PM

TAB

B

INFORMATION PAPER

SAMR-HR
March 24, 2006

SUBJECT: Army Wounded Warrior Barracks

1. **PURPOSE:** To respond to a Secretary of Defense request to review the Marine Corps' Wounded Warrior barracks concept.
2. **BACKGROUND:** This inquiry was initiated as a result of the Secretary of Defense visiting a Wounded Warrior barracks for Marines at Camp Lejeune, NC. The barracks were renovated and set aside for use for Marine Wounded Warriors and the Secretary of Defense touted it as a good concept that should be reviewed by the other Services.
3. **DISCUSSION:**
 - a. The Army believes it has operations and programs in place, with a particular focus on its RC Wounded Warriors, which meet the spirit of the concept that the Secretary of Defense visited at Camp Lejeune. The Army has reviewed the Wounded Warrior barracks concept and commends the Marine Corps for dedicating facilities and services to Marines wounded in service to their nation. One of the challenges for the Army is our much larger reserve component and consequently a large number of reserve component (RC) Wounded Warriors who must be addressed somewhat differently than their active component (AC) Wounded Warriors because of their inherent uniqueness.
 - b. **Billeting of AC Wounded Warriors.** The Army has Wounded Warriors located on installations throughout the Continental United States (CONUS). Most of these Soldiers are outpatients and reside at home during their recovery. However, on two installations, Walter Reed Medical Center (WRAMC) and Brooke Army Medical Center (BAMC), AC Wounded Warriors are billeted in facilities provided by the installation. These medical centers provide specialty care for the more seriously injured Wounded Warriors such as amputees, burn victims, and Soldiers with serious behavioral health problems. WRAMC billets most of its AC Wounded Warriors together in on-installation billeting. These facilities meet or exceed the living standards for on-installation billeting as prescribed by the Army's Office of the Assistant Chief of Staff for Installation Management and afford the Wounded Warriors a safe and secure environment from which to recover from their injuries. BAMC also houses its AC Wounded Warriors together in on-installation billeting that also meets or exceeds the living standards for on-post billeting as prescribed. Both installations have dedicated command and control elements that ensure assigned or attached AC Wounded Warriors are properly cared for in all aspects of their recovery.
 - c. **Billeting of RC Wounded Warriors.** Billeting and caring for RC Wounded Warriors pose a unique challenge. When these Soldiers become injured, wounded or ill during either mobilization, while in theater, or during demobilization, they

become separated from the command and control element of the unit in which they are assigned. Thus, early on in the GWOT campaign the Army realized it needed to develop a program that provided focused care for RC Wounded Warriors while they were in this separated status. In Dec 03, the Army instituted the Medical Holdover Program that is structured and resourced to provide proper command and control, medical care and management, and administrative management for RC Wounded Warriors. Currently, there are approximately 5300 RC Wounded Warriors in the MHO Program. Of these, approximately 3300 are assigned to installations throughout the Continental United States, Alaska, Hawaii, and Puerto Rico. All RC Wounded Warriors that reside on installations are provided a safe, secure, climate-controlled room with inside bathrooms and accommodations for their medical conditions as needed (many Wounded Warriors who live near the installation reside at home). At installations that don't have on-installation barracks available, RC Wounded Warriors are billeted at either re-locatable buildings designated for them (Fort Stewart, GA has 300 billet spaces in this category), Army lodging (on-installation hotel space--Fort Bragg, NC relies on this option) or off-post lodging (off-installation hotel space--Fort Campbell, KY relies on this option). The Army ensures that all alternate Wounded Warrior billeting facilities meet the same standards as on-installation billeting. For management and care of the remaining 2000 RC Wounded Warriors, the Army instituted an innovative approach called the Community Based Health Care Initiative (CBHCI). This approach emphasizes, when medically appropriate, placing the Wounded Warrior at or near home to aid in the healing process. The CBHCI provides for command and control, medical management and care, and administrative management of RC Wounded Warriors while they recover at their home of record. The CBHCI has expanded to cover the contiguous United States and affords RC Wounded Warriors throughout CONUS the option to recover at home. This program has been well received by Congress, the National Guard and Army Reserve and has been deemed an unqualified success.

d. Active Duty Rehabilitation Unit. In 2004, the Army entered into an agreement with the Uptown Division of the Augusta, GA Veterans Affairs (VA) Medical Center for use of its rehabilitative services to support Army Wounded Warriors. This facility has established a dedicated rehabilitative team of physicians, nurses, therapists, psychiatrists, and social workers that provide focused rehabilitative care for Wounded Warriors referred to them. The facility has 34 inpatient beds and a 32 outpatient lodging beds available for use. Currently, the Army has five inpatients and five outpatients residing and being serviced by this facility. One of the unique aspects of the Army's agreement with the VA is that Wounded Warriors serviced by this facility are already entered into the VA data base which provides true seamless transition from Army Service to VA support and assistance.

COL Kevin K. Garrouette (b)(6)

APPROVED BY: 
John P. McLaurin III, DASA (HR)

TAB

C



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

Copy MC&FP
HA

MAR 27 2003

MEMORANDUM FOR **UNDER SECRETARY OF DEFENSE (PERSONNEL AND
READINESS)**

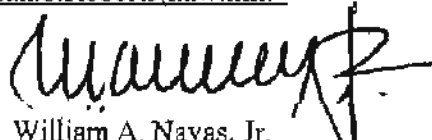
SUBJECT Wounded Warrior Barracks

The Department of the Navy offers the following comments on the SECDEF's request to review the concept of the Marine Corps' Wounded Warrior Barracks at Camp Lejeune.

The Commandant of the Marine Corps provides the attached information on the Marine **Barracks** at Camp Lejeune. He states that, although some naval hospitals at a Marine's permanent duty station can provide rehabilitation to severely wounded Marines, many will need handicapped-accessible living spaces within easy reach of the hospital. The Wounded Warrior Barracks at Camp Lejeune provides these types of living spaces. Camp Pendleton is also creating lodging to meet the needs of severely wounded Marines.

Currently the Navy **has** a limited number of severely wounded sailors dispersed throughout the United States. Should the population of severely wounded increase necessitating the specialized facilities; the Navy would **look** to the Marine Corps model.

Should you require additional information, my point of contact is Ms. Susan Roberts. She may be reached at (b)(6) or Susan.b.Roberts(naw.mil).


William A. Navas, Jr.
Assistant Secretary of the Navy
(Manpower and Reserve Affairs)

Attachment:
As stated

11-L-0559/OSD/57300



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

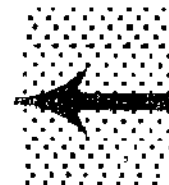
IN REPLY REFER TO

INFO MEMO

FOR SECRETARY OF THE NAVY

FROM: General M. W. Hagee, Commandant of the Marine Corps

Hagee 3/23



SUBJECT: Snowflake – Wounded Warrior Barracks

- The following information is provided in reply to the subject Snowflake. Tab A.
- We have a number of severely wounded Marines requiring significant physical rehabilitation. Normally, this rehabilitation will require numerous visits over many months to a major medical facility. “Joint” medical facilities like Bethesda, Walter Reed, Brooke and Balboa do an excellent job providing the medical service and living quarters for many of these Marines.
- In many cases the naval hospital at a Marine’s permanent duty station can provide the required rehabilitation. However, these Marines need handicapped-accessible living spaces within easy reach of the hospital. In order to provide this “living” support, we have modified or are modifying several of our barracks. These modifications make first-floor rooms accessible by providing ramps, widening doors, lowering door handles and bathroom fixtures, installing grab bars and providing more space for privacy and maneuverability.
- MCB Camp Lejeune, NC opened its first “Wounded Marine Barracks” in November 2005, which converted all the first-floor rooms to one-Marine handicapped-configured rooms.
- MCB Camp Pendleton, CA has also been creating “Warrior Rooms.” It has two renovation projects that will provide one-Marine handicapped-configured lodging.

COORDINATION: NONE.

Prepared By: Mr. Andrew Campbell, (b)(6)

11-L-0559/OSD/57301

TAB

D



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

CCC #BAMN 3/27/06 TL
MC&FP
HA
M&R

MAR 24 2006

Office of the Assistant Secretary

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (PERSONNEL AND
READINESS)


FROM: ASSISTANT SECRETARY OF THE AIR FORCE (MANPOWER AND RESERVE
AFFAIRS)

SUBJECT: Wounded Warrior Barracks

Thank you for the opportunity to review alternative approaches to managing **our** seriously wounded warriors. The Air Force policy is for **our** Airmen to recuperate in the familiar and comfortable environment of their home station to the maximum extent possible.

For the small **number** of Airmen whose needs cannot be provided within their home station community, we have been using the significant capabilities of the National Capital or San Antonio regions to support them – including the Fisher Houses. When not being treated at their home station, the local Air Force facility is responsible for monitoring their treatment **as** well as supporting any attending family members. Our Guard and Reserve members are assigned an individual case manager to coordinate their care at their home. **Based on** the feedback we receive and the medical outcomes, this approach is preferred by **our** Airmen and appears to be working well for us.

Given the number and nature of injuries typically experienced by our Airmen, the support systems currently available to them appear more than adequate.


MICHAEL L. DOMINGUEZ
Assistant Secretary
(Manpower and Reserve Affairs)

11-L-0559/OSD/57303

TAB

E



II Marine Expeditionary Force Efforts in Support of Wounded Marines and sailors

8 Feb 06



II MEF Commanding General's Intent



"I intend to develop an all encompassing program that provides continual support to all injured II MEF service members until such time as the service member no longer desires the support. This continual support will also extend to his or her immediate family. This program is directed to be a "one-stop" shop for all injured II MEF service members, staffed with resident experts capable of finding solutions to all inquiries. It will provide continual command care and concern to the injured service member and their families throughout their transition to either continued military service or to the civilian community."

-Lieutenant General James F. Amos, USMC

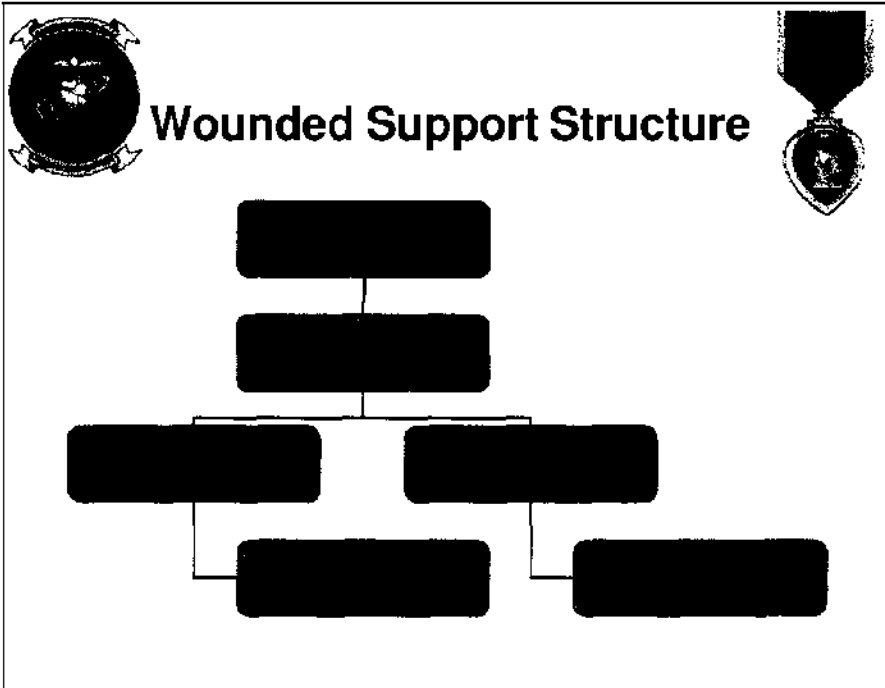


Mission Statement

- **Develop a comprehensive program that will track all II MEF injured service members and provide support and assistance to them and their immediate families until they have been returned to duty or medically discharged and successfully reestablished in civilian life**



- Injury
- Notification/Medevac
- Overseas Regional Medical Center
- **Family Travel**
- **Initial Stateside Medical Treatment**
- **Convalescent Leave**
- **Follow on Treatment and Rehabilitation**
- **Evaluation Process**
- **VA Transition**
- Veteran Status
- Post Separation Care



Injured Support Unit

- Track all II MEF wounded using a variety of systems.
- Conduct telephone surveys and personal visits with both current wounded and medically discharged Marines and sailors
- Open case files and assist wounded and medically discharged. Resolve any and all issues that arise in the course of interviews
- Handle special projects



Injured Support Unit



- Workwith:
 - Hospital Liaisons (Bethesda, WRAMC, BAMC, CLNH, Landstuhl)
 - VAMC's / VHA/ VBA
 - Military Severely Injured Center
 - Marine4 Life - Injured Support
 - Reserve Liaisons and local Reserve I & I's
 - Single Marine Program and Family Readiness
 - Many Charities and Benevolent Organizations



Wounded Warrior Barracks



- Wounded II MEF Marines and sailors returning to and receiving medical care aboard Camp Lejeune who are not physically able to meaningfully contribute to their parent units will reside together in the **WWSS** barracks until they are fit to return to their parent commands
- Emphasis is on accountability, quality of life, and medical rehabilitation



Wounded Warrior Support Section



- Well furnished private rooms
- Convenient access to physical therapy
- Increased community and MWR activities
- A supportive environment with other injured Marines and Sailors
- Meals and transportation available
- Work options at the CAST Trainer or Simulation Center
- Regular monitoring and assistance from hospital case managers
- An easier transition from injury to full **duty**, and
- A singular focus on the needs of injured Marines and sailors



CASUALTY FLOW



- If MEF Marine/sailor wounded
- **ISU** begins tracking in combat zone and continues through transfer to CONUS medical facility, out to ConLeave and until service member **is** ready to return to II MEF. **ISU** conducts survey, **resolves** any current issues
- Marine/sailor **is** transferred to WWB



CASUALTY FLOW (cont.)



- **WWB** maintains accountability and visibility of Marine/sailor's physical and mental rehabilitation, assists with any issues the service members have, and provides barracks and training until **Marine/** sailor is fit to return to duty
- Marine/sailor Integrated back into parent unit when ready
- In the event that **Marine/Sailor** is eventually medically discharged, ISU again does a survey and resolves issues



Thank you for your support of our
wounded Marines and sailors



Questions?

LtCol Smallwood (b)(6)

LtCol Maxwell (b)(6)



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

ACTION MEMO

June 2, 2006 – 10:00 AM
DepSecDef Action _____

FOR: SECRETARY OF DEFENSE

FROM: Dr. David S. C. Chu, USD (P&R) *David S. C. Chu 2 June 06*

SUBJECT: Care for Foreign Military and Others in the U.S. Military Medical System
-- SNOWFLAKE

- General authority. You asked for information on the policy and authorities for the care of foreign military, contractors, press, U.S. nationals, and others in the military medical system (TAB B).
 - Title 10 allows the Secretary of Defense and the Secretaries of the Military Departments to designate individuals who do not have a statutory eligibility as eligible for health care in military medical facilities. This is the basis for the "Secretarial Designee" program.
 - The balance of this memorandum summarizes existing restrictions, guidance and practice on use of "Secretarial Designation," and how this affects care for the populations of your interest. As you will see, many of our decisions are made on a case-by-case basis, given the loose (but legal) existing direction. Creating cohesive Department-wide guidance would be meritorious, which is my principal recommendation.
- Foreign military. Under the law, the U.S. must be reimbursed for inpatient care in the U.S. to foreign military or diplomatic personnel, except that reimbursement is waived for a country's military personnel and their dependents if there is a reciprocal agreement with that country under which both countries agree to provide comparable care for each other's personnel.
 - Foreign military members and their dependents not covered by a reciprocal healthcare agreement may be offered health care. Reimbursement is generally required by policy, but (except for inpatient care in the U.S.) may be waived.
 - The Secretarial Designee program does not extend to care outside DoD facilities. (This is currently an issue for coalition force personnel assigned to Combatant

11-L-0559/OSD/57311



OSD 07106-06

6/5/2006 11:43:16 AM

701

2
4
06

2 Feb 06

Command headquarters in the U.S., where military medical facilities are inadequate to meet the need.)

- Contractors. Limited care, generally reimbursable, is authorized for contractor personnel accompanying deployed forces and in other circumstances overseas.
- Emergency care. In general, in the U.S. and overseas, DoD, including deployed medical assets, will not turn away individuals in need of emergency care to prevent death or serious permanent impairment. In fixed facilities, reimbursement is attempted.
- Press and U.S. Nationals. Generally limited to emergency care, but subject to case-by-case exceptions.
- Humanitarian Care. A number of humanitarian cases, recently including several Iraqi civilians and children, have received case-by-case approval under the Secretarial Designee program.
- Medical Evacuation. When needed for medical care, Secretarial Designees may receive aero-medical transportation. Patient movement also has **been** provided using Emergency and Extraordinary Expense authority to transport individuals to non-DoD facilities.

RECOMMENDATION. Management of the Secretarial Designation program could be improved by establishing consistent policy and procedure under a Department-wide DoD Directive or Instruction. A delegation of authority to the USD(P&R) would also expedite the Instruction and case-by-case decisions on requests to OSD for Secretarial Designations. If you agree, I recommend you sign the delegation of authority memo at Tab A.

COORDINATION: USD(P), GC (TAB C)

SECDEF DECISION:

Approve delegation of authority to USD(P&R) _____

Other: _____

Attachments: As stated

Prepared by: Lt Col Kormos/CDR Drozd, OASD (FHP&R), (b)(6) DOCS
Open 101383, 102211, 102258

TAB A



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR
PERSONNEL AND READINESS

SUBJECT: Delegation of Authority for Secretarial Designees for Health Care

You are delegated the authority of the Secretary of Defense to designate individuals ~~as~~ eligible for health care and associated patient movement under 10 U.S.C. section 1074(c). You also are delegated authority to establish DoD policy, in coordination with the Under Secretary of Defense for Policy, the Under Secretary of Defense for Acquisition, Technology, and Logistics, the Under Secretary of Defense (Comptroller), and the General Counsel of the Department of Defense, for implementation of this law, including associated patient movement. This delegation includes the Principal Deputy Under Secretary for Personnel and Readiness. This delegation does not include Emergency and Extraordinary Expense authority.

The authority delegated by this memorandum to designate individuals as eligible for health care may, in the absence of the USD(P&R) and the Principal Deputy USD(P&R), be exercised, under procedures established by USD(P&R) ~~or~~ the Principal Deputy USD(P&R), by the Assistant Secretary of Defense for Health Affairs. No further redelegation is allowed.

CC: USD(P)
USD(AT&L)
USD(C)
GC, DoD



11-L-0559/OSD/57314

TAB B

~~FOUO~~

February 02,2006

TO: David Chu

CC: Gordon England
Gen Pete Pace
Jim Haynes

FROM: Donald Rumsfeld *DR*

SUBJECT: Care for Foreign Military in the US Military Medical System

I would like to know the policy on taking care of foreign military personnel in the US military medical system. Also on contractors, press, US nationals, etc.

I want to make sure our directives are current and legal, and I want to know who the approval authorities are.

Thanks.

DHR:dh
020206-05

.....
Please Respond By 03/02/06

~~FOUO~~

11-L-0559/OSD/57316

OSD 07106-06



5/2/2006 1:35:45 PM

TAB C

COORDINATION

Care for Foreign Military and Others in the U.S. Military Medical System

USD (Policy)	Mr. Edelman	Concur	11 April 06
PDUSD (C)	Mr. Patterson	Concur	28 March 06
USD (P&R)	Dr. S. C. Chu	Concur	2 May 06
GC (DoD)	Mr. Dell'Orto	Concur	7 April 06



UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

ACTION MEMO

PERSONNEL AND
READINESS

May 2, 2006 - 10:00 **AM**
DepSecDef Action _____

701

FOR SECRETARY OF DEFENSE
FROM: Dr. David S. C. Chu, USD (P&R) *[Signature]*
SUBJECT: ~~Care~~ for Foreign Military and Others in the U.S. Military Medical System
-- SNOWFLAKE

- General authority. You asked for information on the policy and authorities for the care of foreign military, contractors, press, U.S. nationals, and others in the military medical system (TAB B).
 - o Title 10 allows the Secretary of Defense and the Secretaries of the Military Departments to designate individuals who do not have a statutory eligibility as eligible for health care in military medical facilities. This is the basis for the "Secretarial Designee" program.
 - o Currently, a loose collection of OSD and Military Department policies and practices guides the use of this authority in a steady flow of case-by-case assessments.
- Foreign military. Under the law, the U.S. must be reimbursed for inpatient care in the U.S. to foreign military or diplomatic personnel, except that reimbursement is waived for a country's military personnel and their dependents if there is a reciprocal agreement with that country under which both countries agree to provide comparable care for each other's personnel.
 - o Foreign military members and their dependents not covered by a reciprocal healthcare agreement may be offered health care. Reimbursement is generally required by policy, but (except for inpatient care in the U.S.) may be waived.
 - o The Secretarial Designee program does not extend to care outside DoD facilities. ~~(This is currently an issue for coalition force personnel assigned to Combatant Command headquarters in the U.S., where military medical facilities are inadequate to meet the need.)~~

2 May 06

2 Feb 06



11-L-0559/OSD/57319

OSD 07106-06



5/2/2006 1:36:51 PM

- Contractors. Limited care, generally reimbursable, is authorized for contractor personnel accompanying deployed forces and in other circumstances overseas.
- Emergency care. In general, in the U.S. and overseas, DoD, including deployed medical **assets**, will not turn away individuals in need of emergency care to prevent death or serious permanent impairment. In fixed facilities, reimbursement is attempted.
- Press and U.S. Nationals. Generally limited to emergency care, but subject to case-by-case exceptions.
- Humanitarian Care. A number of humanitarian cases, recently including several Iraqi civilians and children, have received case-by-case approval under the ~~Secretarial~~ Designee program.
- Medical Evacuation. When needed for medical care, Secretarial Designees may receive aero-medical transportation. Patient movement also **has** been provided using Emergency and Extraordinary Expense authority to transport individuals to non-DoD facilities.

RECOMMENDATION: Management of the Secretarial Designation program could be improved by establishing consistent policy and procedure **under** a Department-wide DoD Directive or Instruction. A delegation of authority to the USD(P&R) would **also** expedite the Instruction and case-by-case decisions on requests to OSD for Secretarial Designations. If you agree, I recommend you sign the delegation of authority memo at **Tab A**.

COORDINATION: USD(P), GC (TAB C)

SECDEF DECISION:

Approve delegation of authority to USD(P&R) _____

Other: _____

Attachments: As stated

Prepared by: Lt Col **Kormos/CDR Drozd**, OASD(FHP&R), (b)(6) DOCS
Open 101383, 102211, 102258



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR
PERSONNEL AND READINESS

SUBJECT: Delegation of Authority for Secretarial Designees for Health Care

You are delegated the authority of the Secretary of Defense to designate individuals as eligible for health care and associated patient movement under 10 U.S.C. section 1074(c). You also are delegated authority to establish DoD policy, in coordination with the Under Secretary of Defense for Policy, the Under Secretary of Defense for Acquisition, Technology, and Logistics, the Under Secretary of Defense (Comptroller), and the General Counsel of the Department of Defense, for implementation of this law, including associated patient movement. This delegation includes the Principal Deputy Under Secretary for Personnel and Readiness. This delegation does not include Emergency and Extraordinary Expense authority.

The authority delegated by this memorandum to designate individuals as eligible for health care may, in the absence of the USD(P&R) and the Principal Deputy USD(P&R), be exercised, under procedures established by USD(P&R) or the Principal Deputy USD(P&R), by the Assistant Secretary of Defense for Health Affairs. No further redelegation is allowed.

CC: USD(P)
USD(AT&L)
USD(C)
GC, DoD



11-L-0559/OSD/57321

~~FOUO~~

February 02, 2006

TO: David Chu

CC: Gordon England
Gen Pete Pace
Jim Haynes

FROM: Donald Rumsfeld

D.R.

SUBJECT: Care for Foreign Military in the US Military Medical System

I would like to know the policy on taking care of foreign military personnel in the US military medical system. Also on contractors, press, US nationals, etc.

I want to make sure ~~our~~ directives are current and legal, and I want to know who the approval authorities are.

Thanks.

DHR.dh
02020665

.....
Please Respond By 03/02/06

~~FOUO~~

11-L-0559/OSD/57322

OSD 07106-06



5/2/2006 1:35:33 PM

Care for Foreign Military and Others in the U.S. Military Medical System

COORDINATION

PDUSD(C) **Concur 3/28/06**

PDGC (DoD) **Concur 4/07/06**

USD (Policy) **Concur 4/11/06**

ASD (HA) **BW 4/28/06**

~~FOUO~~

February 02, 2006

701

TO: David Chu
CC: Gordon England
Gen Pete Pace
Jim Haynes

FROM: Donald Rumsfeld

RA.

SUBJECT: Care for Foreign Military in the US Military Medical System

I would like to know the policy on taking care of foreign military personnel in the US military medical system. Also on contractors, press, US nationals, etc.

I want to make sure our directives are current and legal, and I want to know who the approval authorities are.

Thanks.

DHR:ds
020206-05

.....
Please Respond By 03/02/06

2 Feb 06

~~FOUO~~

11-L-0559/OSD/57324

OSD 07106-08



5/2/2006 1:36:33 PM

FOUO

0915
223-06
PLS

JUN 22 2006

TO: Gordon England

CC: David Chu

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Care of Foreign Military and Other Personnel Including Press,
Contractors, etc. in the U.S. Military Medical System

Please follow up with David Chu on the attached recommendations regarding Department policies to guide the use of the military medical system to care for foreign military and other personnel.

I agree with David that a consistent policy should be established, but I do not agree that we want to delegate it to the Under Secretary for P&R, nor do I think it should be delegated to the Service Secretaries. The pressure is just too great.

I think we should retain any waivers for you and me, and we must get a very precise set of rules that everything is reimbursable, unless we waive it. We have to be careful about it. I think the current arrangements are far too loose.

Thanks.

Attach: 2/2/06 SecDef memo to USD (P&R); 6/2/06 USD (P&R) memo to SecDef

DHR:ss
SP062106-11

.....
Please Respond By 07/12/06

FOUO

11-L-0559/OSD/57325



OSD 07106-06

5/22/2006 3:08:23 PM

~~FOUO~~

16/21/06

February 02, 2006

TO: David Chu

c c : Gordon England
Gen Pete Pace
Jim Haynes

FROM: Donald Rumsfeld

D.R.

SUBJECT: Care for Foreign Military in the US Military Medical System

I would like to know the policy on taking care of foreign military personnel in the US military medical system. Also on contractors, press, US nationals, etc.

I want to make sure our directives are current and legal, and I want to know who the approval authorities are.

Thanks.

DHR.dh
020206-05

.....
Please Respond By 03/02/06

JUN 21 2006

SNOWFLAKE RESPONSE ATTACHED

~~FOUO~~

OSD 07106-06

11-L-0559/OSD/57326





PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D. C. 20301-4000

ACTION MEMO

June 2, 2006 - 10:00 AM
DepSecDef Action

FOR: SECRETARY OF DEFENSE

Dr. David S. C. Chu, USD (P&R)

SUBJECT: Care for Foreign Military and Others in the U.S. Military Medical System
-- SNOWFLAKE

- General authority. You asked for information on the policy and authorities for the care of foreign military, contractors, press, U.S. nationals, and others in the military medical system (TAB B).
 - o Title 10 allows the Secretary of Defense and the Secretaries of the Military Departments to designate individuals who do not have a statutory eligibility as eligible for health care in military medical facilities. This is the basis for the "Secretarial Designee" program.
 - o The balance of this memorandum summarizes existing restrictions, guidance and practice on use of "Secretarial Designation," and how this affects care for the populations of your interest. As you will see, many of our decisions are made on a case-by-case basis, given the loose (but legal) existing direction. Creating cohesive Department-wide guidance would be meritorious, which is my principal recommendation.
- Foreign military. Under the law, the U.S. must be reimbursed for inpatient care in the U.S. to foreign military or diplomatic personnel, except that reimbursement is waived for a country's military personnel and their dependents if there is a reciprocal agreement with that country under which both countries agree to provide comparable care for each other's personnel.
 - o Foreign military members and their dependents not covered by a reciprocal healthcare agreement may be offered health care. Reimbursement is generally required by policy, but (except for inpatient care in the U.S.) may be waived.
 - o The Secretarial Designee program does not extend to care outside DoD facilities. (This is currently an issue for coalition force personnel assigned to Combatant

MA SD		SMA DSD	
TSA SD	12/20	SA DSD	RE 9/20
EXEC SEC	12/20	0845	6/19/06

11-L-0559/OSD/57327

OSD 07106-06



Command headquarters in the U.S., where military medical facilities are inadequate to meet the need.)

- Contractors. Limited care, generally reimbursable, is authorized for contractor personnel accompanying deployed forces and in other circumstances overseas.
- Emergency care. In general, in the U.S. and overseas, DoD, including deployed medical assets, will not turn away individuals in need of emergency care to prevent death or serious permanent impairment. In fixed facilities, reimbursement is attempted.
- Press and U.S. Nationals. Generally limited to emergency care, but subject to case-by-case exceptions.
- Humanitarian Care. A number of humanitarian cases, recently including several Iraqi civilians and children, have received case-by-case approval under the Secretarial Designee program.
- Medical Evacuation. **When** needed for medical care, Secretarial Designees may receive aero-medical transportation. Patient movement also has been provided using Emergency and Extraordinary Expense authority to transport individuals to non-DoD facilities.

RECOMMENDATION: Management of the Secretarial Designation program could be improved by establishing consistent policy and procedure under a Department-wide DoD Directive or Instruction. A delegation of authority to the USD(P&R) would also expedite the Instruction and case-by-case decisions on requests to OSD for Secretarial Designations. If you agree, I recommend you sign the delegation of authority memo at Tab A.

COORDINATION: USD(F), GC (TAB C)

SECDEF DECISION:

Approve delegation of authority to USD(P&R)

No → DR

Other: _____

Attachments: As stated

Prepared by: Lt Col Kormos/CDR Drozd, OASD (FHP&R), (b)(6) DOCS
Open 101383, 102211, 102258

11-L-0559/OSD/57328

FOUO

0915
225-06
PLS

JUN 22 2006

TO: Gordon England

c c : David Chu

FROM: Donald Rumsfeld *D.A.*

SUBJECT: Care of Foreign Military and Other Personnel Including Press,
Contractors, etc. in the U.S. Military Medical System

Please follow up with David Chu on the attached recommendations regarding Department policies to guide the use of the military medical system to care for foreign military and other personnel.

I agree with David that a consistent policy should be established, but I do not agree that we want to delegate it to the Under Secretary for P&R, nor do I think it should be delegated to the Service Secretaries. The pressure is just too great.

I *think* we should retain **any** waivers for you and me, and we must get a very precise set of rules that everything is reimbursable, unless we waive it. We have to be careful about it. I *think* the current arrangements ~~are~~ far too loose.

Thanks.

Attach: 2/2/06 SecDef memo to USD (P&R); 6/2/06 USD (P&R) memo to SecDef

DHR:ss
SF062106-11

.....

Please Respond By 07/12/06

FOUO

11-L-0559/OSD/57329

OSD 07106-06



6/22/2006 3:08:23 PM

~~FOUO~~

16/29/06

February 02, 2006

TO: David Chu

cc: Gordon England
Gen Pete Pace
Jim Haynes

FROM: Donald Rumsfeld

DA

SUBJECT: Care for Foreign Military in the US Military Medical System

I would like to know the policy on taking care of foreign military personnel in the US military medical system. Also on contractors, **press**, US nationals, etc.

I want to make sure our directives are current and legal, **and** I want to **know** who the approval authorities are.

Thanks.

DHR:dh
020206-05

.....
Please Respond By 03/02/06

JUN 21 2006

SNOWFLAKE RESPONSE ATTACHED

~~FOUO~~

11-L-0559/OSD/57330

OSD 07106-08





PERSONNEL AND
READINESS

UNDERSECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

ACTION MEMO

June 2, 2006 - 10:00 AM
DepSecDef Action

FOR: SECRETARY OF DEFENSE

Dr. David S. C. Chu, USD (P&R)

SUBJECT: Care for Foreign Military and Others in the U.S. Military Medical System
-- SNOWFLAKE

- General authority. You asked for information on the policy and authorities for the care of foreign military, contractors, press, U.S. nationals, and others in the military medical system (TAB B).
 - o Title 10 allows the Secretary of Defense and the Secretaries of the Military Departments to designate individuals who do not have a statutory eligibility as eligible for health care in military medical facilities. This is the basis for the "Secretarial Designee" program.
 - o The balance of this memorandum summarizes existing restrictions, guidance and practice on use of "Secretarial Designation," and how this affects care for the populations of your interest. As you will see, many of our decisions are made on a case-by-case basis, given the loose (but legal) existing direction. Creating cohesive Department-wide guidance would be meritorious, which is my principal recommendation.
- Foreign military. Under the law, the U.S. must be reimbursed for inpatient care in the U.S. to foreign military or diplomatic personnel, except that reimbursement is waived for a country's military personnel and their dependents if there is a reciprocal agreement with that country under which both countries agree to provide comparable care for each other's personnel.
 - o Foreign military members and their dependents not covered by a reciprocal healthcare agreement may be offered health care. Reimbursement is generally required by policy, but (except for inpatient care in the U.S.) may be waived.
 - o The Secretarial Designee program does not extend *to* care outside DoD facilities. (This is currently an issue for coalition force personnel assigned to Combatant

MA SD		SMA DSD	1
TSA SD	6/20	SA DSD	6/19/06
EXEC SEC	6/6/06	0845	6/19/06

11-L-0559/USD/57331

OSD 07106-06



f

Command headquarters in the U.S., where military medical facilities are inadequate to meet the need.)

- Contractors. Limited care, generally reimbursable, is authorized for contractor personnel accompanying deployed forces and in other circumstances overseas.
- Emergency care. In general, in the U.S. and overseas, DoD, including deployed medical assets, will not turn away individuals in need of emergency care to prevent death or serious permanent impairment. In fixed facilities, reimbursement is attempted.
- Press and U.S. Nationals. Generally limited to emergency care, but subject to case-by-case exceptions.
- Humanitarian Care. A number of humanitarian cases, recently including several Iraqi civilians and children, have received case-by-case approval under the Secretarial Designee program.
- Medical Evacuation. When needed for medical care, Secretarial Designees may receive aeromedical transportation. Patient movement also has been provided using Emergency and Extraordinary Expense authority to transport individuals to non-DoD facilities.

RECOMMENDATION: Management of the Secretarial Designation program could be improved by establishing consistent policy and procedure under a Department-wide DoD Directive or Instruction. A delegation of authority to the USD(P&R) would also expedite the Instruction and case-by-case decisions on requests to OSD for Secretarial Designations. If you agree, I recommend you sign the delegation of authority memo at Tab A.

COORDINATION USD(P), GC (TAB C)

SECDEF DECISION:

Approve delegation of authority to USD(P&R)

No → DR

Other: _____

Attachments: As stated

Prepared by: Lt Col Kormos/CDR Drozd, OASD (FHP&R), (b)(6) DOCS
Open 101383, 102211, 102258

11-L-0559/OSD/57332

May I give
G to 00?
✓
SET
No

INFO MEMO

AUG 31 2006

FOR: SECRETARY OF DEFENSE

FROM: Gordon England

SUBJECT: Care of Foreign Military and Other Personnel Including Press,
Contractors, etc., in the Military Medical System

Dr. Winkenwerder is crafting a new DoD Directive on health care eligibility under the Secretarial Designee Program and expects to release this for coordination in early September.

This directive will establish that health care provided by the Department will be done solely on a reimbursable basis, including care provided to foreign military, foreign diplomatic personnel, news organizations, and other designated personnel, **unless** specifically waived by you or me.

I've taken a look at the draft directive and it contains necessary language on reimbursable expenses that **looks** about right. We'll keep you posted as the directive is staffed.

11-L-0559/OSD/57333

OSD 07106-06



9/1/2006 12:57:29 PM

TAB 1

~~FOUO~~

JUN 22 2006

TO: Gordon England

c c : David Chu

FROM: Donald Rumsfeld *DR.*

SUBJECT: Care of Foreign Military and Other Personnel Including Press,
Contractors, etc. in the U.S. Military Medical System

Please follow up with David Chu on the attached recommendations regarding Department policies to guide the use of **the** military medical **system** to *care for* foreign military and other personnel.

I agree with David that a consistent policy should be established, but I do not agree that we want to delegate it to the Under Secretary for P&R, nor do I think it should be delegated to the Service Secretaries. The pressure is just too great.

I think we should retain any waivers for you and me, and we must get a very precise set of rules that everything is reimbursable, unless we waive it. We have to be careful about it. I think the current arrangements are far too loose.

Thanks.

Attach: 2/2/06 SecDef memo to USD (P&R); 6/2/06 USD (P&R) memo to SecDef

DHR:ss
SP062106-11

.....
Please Respond By 07/12/06

~~FOUO~~

OSD 07106-06



11-I-0559/OSD/57335

9/1/2006 12:58:03 PM

TAB 2

PSD only CTH
FYE 8/28



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

INFO MEMO

HEALTH AFFAIRS *originals TDC to TSD*

FOR SECRETARY OF DEFENSE

AUG 22 2006

FROM: *William Winkenwerder, Jr.*
William Winkenwerder, Jr., MD, ASD (Health Affairs)

SUBJECT: Care of Foreign Military and Other Personnel Including Press, Contractors,
etc, in the Military Medical System

- You requested that a comprehensive department policy be established to guide the use of the military medical system for Foreign Military and Other Personnel including press, contractors, etc. (TAB A). You suggested codifying a very precise set of rules concerning reimbursement.
- We are working to complete DoD Directive (DoDD) (TAB B) that establishes and assigns responsibilities under the authority of 10 U.S.C. 1074(c). It also implements the requirement of 10 U.S.C. 2559 that the United States receives reimbursement for in-patient healthcare provided in CONUS to foreign military or diplomatic personnel, except in certain cases covered by reciprocal health care agreements.
- This DoDD will establish the general rule that healthcare provided by the Department of Defense shall be on a reimbursable basis unless otherwise authorized by the DoDD or waived by the Secretary of Defense.
- This is a progress report. We are proceeding with refinements to this draft and will release it for DoD coordination in September.

COORDINATIONS: USD (Personnel and Re iness) *AS. V. Chm.*

TAB C *AS. V. Chm.*

Attachments:

As stated

Prepared by: CDR David Drozd and Lt Col William Joseph Kormos, Jr., OASD (Health Affairs), (b)(6) DOCS OPEN 112175, 112178, 112179

11-L-0559/OSD/57337

OSD

OSD 07106-06



8/25/2006 5:57:11 PM

TAB A

FOUO

0915
223-06
PLS

JUN 22 2006

TO: Gordon England

CC David Chu

FROM Donald Rumsfeld

D.R.

SUBJECT: **Care of Foreign Military and Other Personnel Including Press, Contractors, etc. in the U.S. Military Medical System**

Please follow up with David Chu on the attached recommendations regarding Department policies to guide the use of the military medical system to care for foreign military and other personnel.

I agree with David that a consistent **policy** should be established, but I do **not** agree that we want to delegate it to the Under Secretary for P&R, nor do I think it should be delegated to the Service Secretaries. The pressure is just too great.

I think we should retain my waivers for you and me, and we must **get a very precise** set of rules that everything is reimbursable, unless we waive it. We have to be careful about it. I **think** the current arrangements are **far** too loose.

Thanks.

Attach: 2/2/06 SecDef memo to **USD (P&R)**; 6/2/06 **USD (P&R)** memo to SecDef

DHR:ss
SF062106-11

.....
Please Respond By 07/12/06

FOUO



6/22/2006 3:08:23 PM

11-L-0559/OSD/57339

~~FOUO~~

16/21/06

February 02, 2006

TO: David Chu
CC: Gordon England
Gen Pete Pace
Jim Haynes

FROM: Donald Rumsfeld

PA.

SUBJECT: Care for Foreign Military in the US Military Medical System

I would like to know the policy on taking care of foreign military personnel in the US military medical system. Also on contractors, press, US nationals, etc.

I want to make sure our directives are current and legal, and I want to know who the approval authorities are.

Thanks.

DHR:ds
020206-05

Please Respond By 03/02/06

JUN 21 2006

SNOWS LIKE ALL FORMS ATTACHED

~~FOUO~~

OSD 07106-06



11-L-0559/OSD/57340



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

ACTION MEMO

June 2, 2006 - 10:00 AM
DepSecDef Action

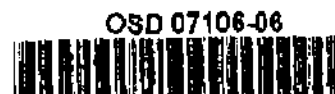
FOR: SECRETARY OF DEFENSE

Dr. David S. C. Chu, USD (P&R)

SUBJECT: Care for Foreign Military and Others in the U.S. Military Medical System
-- SNOWFLAKE

- General authority. You asked for information on the policy and authorities for the care of foreign military, contractors, press, U.S. nationals, and others in the military medical system (TAB B).
 - o Title 10 allows the Secretary of Defense and the Secretaries of the Military Departments to designate individuals who do not have a statutory eligibility as eligible for health care in military medical facilities. This is the basis for the "Secretarial Designee" program.
 - o The balance of this memorandum summarizes existing restrictions, guidance and practice on use of "Secretarial Designation," and how this affects care for the populations of your interest. As you will see, many of our decisions are made on a case-by-case basis, given the loose (but legal) existing direction. Creating cohesive Department-wide guidance would be meritorious, which is my principal recommendation.
- Foreign military. Under the law, the U.S. must be reimbursed for inpatient care in the U.S. to foreign military or diplomatic personnel, except that reimbursement is waived for a country's military personnel and their dependents if there is a reciprocal agreement with that country under which both countries agree to provide comparable care for each other's personnel.
 - o Foreign military members and their dependents not covered by a reciprocal healthcare agreement may be offered health care. Reimbursement is generally required by policy, but (except for inpatient care in the U.S.) may be waived.
 - o The Secretarial Designee program does not extend to care outside DoD facilities. (This is currently an issue for coalition force personnel assigned to Combatant

MA SD		SMA DSD	
ISA SD	10/20	SA DSD	RE AD
TRAC SEC	10/20	0845	10/20



11-L-0559/OSD/57341

Command headquarters in the U.S., where military ~~medical~~ facilities ~~are~~ inadequate to meet the need.)

- Contractors. Limited care, generally reimbursable, is authorized ~~for~~ contractor personnel accompanying deployed forces and in ~~other~~ circumstances overseas.
- Emergency care. In general, in the U.S. and overseas, DoD, including deployed medical assets, ~~will~~ not turn away individuals in need of emergency ~~care~~ to prevent death or serious ~~permanent~~ impairment. In fixed facilities, reimbursement is attempted.
- Press and U.S. Nationals. Generally limited to emergency care, but subject to case-by-case exceptions.
- Humanitarian Care. A number of humanitarian cases, recently including several Iraqi civilians and children, have received case-by-case approval under the ~~Secretarial~~ Designee program.
- Medical Evacuation. When needed ~~for~~ medical care, Secretarial Designees may receive aeromedical transportation. Patient movement also ~~has~~ been provided using Emergency and Extraordinary Expense authority to ~~transport~~ individuals to non-DoD facilities.

RECOMMENDATION: Management of the Secretarial Designation program could be improved by establishing consistent policy and procedure under a Department-wide DoD Directive or Instruction. A delegation of authority to the USD(P&R) would also expedite the Instruction and case-by-case decisions on requests to OSD for Secretarial Designations. If you agree, I recommend ~~you~~ sign the delegation of authority memo at Tab A.

COORDINATION: USD(P), GC (TAB C)

SECDEF DECISION:

Approve delegation of authority to USD(P&R)

No → 7/2

Other: _____

Attachments: As stated

Prepared by: Lt Col Kormos/CDR Drozd, OASD (FHP&R), (b)(6) DOCS
Open 101383, 102211, 102258

11-L-0559/OSD/57342

CORRESPONDENCE TASKER

Classification: UNCLASSIFIED

Date: 06/28/2006 11:49:11

Control Number: PR001292-06

Route To: PR-HA - CTR Sandra
Jones

External Reference:

Document Date: 06/22/2006

Original Suspense Date: 06/07/2006

**Document
Originator:** DEPSECDEFMA

Current Suspense Date: 06/07/2006

Create Date: 06/23/2006

Signature Level:

Subject: mILITARY MEDICAL CARE OF NON-US MILITARY PERSONNEL

Action: (AMN) Answer Military Assistant's Note

11-L-0559/OSD/57343

TAB B



Department of Defense

DIRECTIVE

NUMBER 6025.xx
XXX XX, 2006

ASD(HA)

SUBJECT: Health Care Eligibility Under the Secretarial Designee Program and Related Special Authorities

- References: (a) Title 10, United States Code
(b) DoD Directive 3000.05, "Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations," November 28, 2005
(c) DoD Directive 2205.2, "Humanitarian and Civic Assistance (HCA) Provided in Conjunction with Military Operations," October 6, 1994
(d) DoD Directive 5530.3, "International Agreements," June 11, 1987
(e) DoD Instruction 2310.08E, "Medical Program Support for Detainee Operations," June 6, 2006

1. PURPOSE

This Directive

1.1. Establishes policy and assigns responsibilities under the authority of 10 U.S.C. 1074(c) (Reference (a)) for health care eligibility under the Secretarial Designee Program.

1.2. Implements the requirement of 10 U.S.C. 2559 that the United States receive reimbursement for inpatient health care provided in the United States to foreign military or diplomatic personnel, except in certain cases covered by reciprocal health care agreements.

2. APPLICABILITY

2.1. This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter collectively referred to as the "DoD Components").

2.2. This Directive does not apply to:

11-L-0559/OSD/57345

2.2.1. Health care services provided to coalition forces overseas in deployed operational settings, or to allied forces in overseas training exercises and similar activities.

2.2.2. Health care services provided to foreign nationals overseas under DoD Directive 3000.05 (Reference (b)), DoD Directive 2205.2 (Reference (c)), or DoD Instruction 2310.08E (Reference (e)).

3. DEFINITIONS

3.1. Secretarial Designee Program. The program established under 10U.S.C. 1074(c) to create by regulation an eligibility for health care services in military medical treatment facilities (MTFs) for individuals who have no such eligibility under chapter 55 of title 10 (Reference (a)).

4. POLICY

It is DoD policy that:

4.1. General Policy. The use of regulatory authority to establish a DoD health care eligibility for individuals without a specific statutory entitlement or eligibility shall be used very sparingly, and only when it serves a compelling DoD mission interest. When used, it shall be on a reimbursable basis, unless non-reimbursable care is authorized by this Directive or reimbursement is waived by the Secretary of Defense.

4.2. Foreign military personnel and their dependents.

4.2.1. MTF care in the U.S. Foreign military personnel in the United States under the sponsorship or invitation of the Department of Defense, and their dependents approved by DoD to accompany them, are eligible for space-available outpatient and inpatient care in MTFs. Such care is reimbursable, except as follows.

4.2.1.1. For such personnel covered by the North Atlantic Treaty Organization (NATO) Status of Forces Agreement (SOFA) or the Partnership for Peace (PFP) SOFA, outpatient care is non-reimbursable.

4.2.1.2. A Reciprocal Health Care Agreement (RHCA) may provide a waiver of reimbursement for inpatient and/or outpatient care for military personnel and their dependents from a foreign country if comparable care is made available to at least a comparable number of United States military personnel and their dependents in that foreign country. RHCAs may have a duration of up to four years, provided that there is a revalidation every two years of continuing compliance with the requirements for comparable care and comparable numbers. A disparity of more than 25% in the number of foreign personnel and dependents above U.S. personnel and dependents shall not be considered within the range of comparable numbers.

4.2.1.3. Upon recommendation of a combatant commander, in coordination with USD(P&R), USD(P), USD(C), and GC, reimbursement for outpatient care may be waived by the Secretary of Defense under 10 U.S.C. 1050 (relating to payment of certain personnel expenses necessary for Latin American cooperation) or 1051a (relating to certain expenses of coalition liaison officers from developing countries) (Reference (a)).

4.2.1.4. Outpatient care for foreign military personnel and their dependents in other circumstances may be non-reimbursable if reimbursement is waived by the Secretary of Defense.

4.2.2. Non-MTF care in the U.S. Foreign military personnel in the United States under the sponsorship or invitation of the Department of Defense, and their dependents approved by DoD to accompany them, are not eligible for DoD payment for outpatient or inpatient care received from non-DoD providers, except as follows:

4.2.2.1. For such personnel covered by the NATO SOFA or the PFP SOFA, outpatient care may be provided under the TRICARE Standard program under 32 CFR Part 199.

4.2.2.2. Upon recommendation of a combatant commander, in coordination with USD(P&R), USD(P), USD(C), and GC, payment for outpatient care may be authorized by the Secretary of Defense under 10 U.S.C. 1050 (relating to payment of certain personnel expenses necessary for Latin American cooperation) or 1051a (relating to certain expenses of coalition liaison officers from developing countries) [Reference (a)].

4.2.2.3. In extraordinary circumstances and where no other authority is available, the Secretary of Defense or the Secretary of a Military Department may approve DoD payment under the Emergency and Extraordinary Expenses authority of 10 U.S.C. 127.

4.3. Foreign diplomatic or other senior foreign officials. Foreign diplomatic or other senior foreign officials and the dependents of such officials may be provided inpatient or outpatient services in MTFs only in compelling circumstances, including both medical circumstances and mission interests, and through case-by-case approval.

4.3.1. In the United States the approval authority is the Secretary of Defense or Secretary of a Military Department. The authority to waive reimbursement for care provided in the U.S., to the extent allowed by law, is the Secretary of Defense.

4.3.2. Requests from the State Department or other agency of the U.S. Government will be considered on a reimbursable basis.

4.3.3. Under 10 U.S.C. 2559, reimbursement to the United States for care provided in the U.S. on an inpatient basis to foreign diplomatic personnel or their dependents may not be waived.

4.4. Other foreign nationals. Other foreign nationals (other than those described in paragraphs 4.2 and 4.3) may be designated as eligible for space available care in MTFs only in extraordinary circumstances.

4.4.1. The authority to waive reimbursement for care provided in the U.S., to the extent allowed by law, is the Secretary of Defense. Waiver requests will only be considered based on a direct and compelling relationship to a priority DoD mission objective.

4.4.2. Requests from the State Department of other agency of the U.S. Government will be considered on a reimbursable basis.

4.5. Invited persons accompanvine the overseas force. The Secretaries of the Military Departments and the USD(P&R) may designate as eligible for space available care ~~from~~ the Military Health System outside the United States persons invited by DoD to accompany or visit the military force in overseas locations or invited to participate in DoD sponsored morale, welfare and recreation activities. This authority is limited to health care needs arising in the course of the invited activities. Secretary of Defense approval is needed to continue health care initiated under this paragraph in MTFs in the U.S.

4.5.1. In the case of employees or affiliates of news organizations, all care provided under the authority of paragraph 4.5 is reimbursable. For other individuals designated as eligible under paragraph 4.5, the designation may provide for outpatient care on a non-reimbursable basis, and establish a case-by-case authority for waiver of reimbursement for inpatient care.

4.5.2. Paragraph 4.5 does not apply to employees of the Executive Branch of the United States or personnel affiliated with contractors of the United States.

4.6. U.S. nationals overseas. Health care for U.S. nationals overseas is not authorized, except as otherwise provided in this Directive. At the request of the Department of State and as authorized by law, reimbursable care may be provided.

4.7. Civilian employees and contractor personnel

4.7.1. The Secretaries of the Military Departments and the USD(P&R) may designate Federal civilian employees and personnel performing services for DoD under federal contracts as eligible for space-available care from the Military Health System on a reimbursable basis when stationed, employed or on duty in foreign countries, or, under specified circumstances, other locations outside the 50 states. Dependents residing in the same household in such places may also be designated for similar care on a reimbursable basis.

4.7.2. Occupational health care services provided to DoD employees under authorities other than 10 U.S.C. 1074(c) are not affected by this Directive. The Secretaries of the Military Departments and the USD(P&R) may designate DoD civilian employees, applicants for employment, and personnel performing services for DoD under federal contracts as eligible for

occupational health care services required by DoD as a condition of employment or involvement in any particular assignment, duty, or undertaking.

4.7.3. Any health care services provided by the Military Health System to employees of DoD non-appropriated fund instrumentalities shall be on a reimbursable basis.

4.8. Emergency health care. The Secretaries of the Military Departments and the USD(P&R) may designate as eligible for emergency health care from MTFs in the United States emergency patients pursuant to arrangements with local health authorities or in other appropriate circumstances. Such care shall be on a reimbursable basis, unless waived by the Secretary of Defense.

4.9. Research volunteers. The Secretaries of the Military Departments and the USD(P&R) may designate as eligible for health care services from MTFs for human subjects volunteers in DoD-sponsored research projects. Such eligibility shall be limited to research injuries.

4.10. Continuity of care extensions of eligibility. The Secretaries of the Military Departments and the USD(P&R) may establish temporary eligibility of a space-available basis for former members and former dependents of members of the armed forces for a limited period of time, not to exceed six months, or in the case of pregnancy the completion of the pregnancy, after statutory eligibility expires when appropriate to allow completion or appropriate transition of a course of treatment begun prior to such expiration. In the case of a pregnancy covered by this paragraph, the designation of eligibility may include initial health care for the newborn infant.

4.11. Members of the armed forces. The Secretaries of the Military Departments and the Under Secretary of Defense for Personnel and Readiness may establish eligibility not specifically provided by statute for critical mission related health care services for designated members of the armed forces, such as reserve component members not in a present duty status. This authority includes payment for health care services in private facilities to the extent authorized by 10 U.S.C. 1074(c). Care under this paragraph is non-reimbursable.

4.12. Certain senior officials of the U.S. Government. The officials listed in Enclosure 1 are designated as eligible for space-available inpatient and outpatient health care services from the Military Health System on a reimbursable basis.

4.13. Patient movement. Provisions of this Directive concerning inpatient care shall also apply to requests for patient movement through the medical evacuation system.

5. RESPONSIBILITIES AND FUNCTIONS

5.1. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is authorized to issue DoD Instructions to supplement and implement this Directive. Any

recommendations for exceptions to policy established by this Directive, to the extent they **are** allowed by law, will be submitted to the Secretary of Defense.

5.2. The Under Secretary of Defense for Policy (USD(P)) shall evaluate **requests** for RHCA's to identify those that would be in the best interest of DoD, coordinate with ASD(HA), and obtain approval of the Secretary of Defense to proceed with negotiations of **an** RHCA.

5.3. The Under Secretary of Defense (Comptroller) (USD(C)) shall, in coordination with ASD(HA), establish appropriate reimbursement rates, including appropriate interagency rates and rates applicable to students in International Military Education and Training (IMET) programs.

5.4. The Assistant Secretary of Defense (Health Affairs) (ASD(HA)), following approval of the Secretary of Defense to begin negotiations, shall negotiate and have the authority to approve an RHCA, in coordination with USD(P) and the General Counsel of the Department of Defense, and in accordance with DoD Directive 5530.3 (Reference (d)).

5.5. The Secretaries of the Military Departments shall implement this Directive.

5.6. Commanders of European Command, Pacific Command, and Southern Command have the authority to designate individuals **as** eligible for health **care** from medical treatment facilities in their respective geographic **areas** of responsibility. These Commanders also have authority to waive reimbursement for outpatient care based on compelling mission interests. Any waivers of reimbursement for inpatient care require approval of the Secretary of Defense.

6. EFFECTIVE DATE

This Directive is effective January 1, 2007.

Enclosures - 1

E1. Secretarial Designee Status for Certain Senior Officials of the U.S. Government

E1. ENCLOSURE 1

SECRETARIAL DESIGNEE STATUS FOR CERTAIN SENIOR OFFICIALS
OF THE U.S. GOVERNMENT

The following individuals are Secretarial Designees for space-available care in MTFs on a reimbursable basis:

E1.1. The President ~~and~~ Vice President.

E1.2. Members of Congress.

E1.3. Members of the Cabinet.

E1.4 Officials of the Department of Defense appointed by the President and confirmed by the Senate.

E1.5. Article III Federal Judges. (Article III courts are: The Supreme Court of the United States, U.S. Courts of Appeal, U.S. District Courts, U.S. Court of Claims, U.S. Court of Customs and Patent Appeals, and the U.S. Court of International Trade.)

E1.6. Judges of the U.S. Court of Military Appeals.

E1.7. Assistants to the President.

E1.8. Director of the White House Military Office

TAB C

Care for Foreign Military and Other Personnel Including Press, Contractors, etc., in
the Military Medical System
August 15, 2006

COORDINATIONS

USD (AT&L)	Mr. Kenneth Krieg	Concur 8/22/06
OGC	Mr. Daniel Dell'Orto	Concur 8/17/06
USD (P)	Mr. Christopher Ryan Henry	Concur 8/16/06
USD (C)	Ms. Tina Jonas	Concur (not dated)
Joint Staff Surgeon	Maj Gen Joseph Kelley	Copy provided for info



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

INFO MEMO

HEALTH AFFAIRS

FOR: SECRETARY OF DEFENSE

AUG 22 2006

FROM: William Winkenwerder, Jr., MD, ASD (Health Affairs)

SUBJECT: Care of Foreign Military and Other Personnel Including Press, Contractors, etc, in the Military Medical System

- You requested that a comprehensive department policy be established to guide the use of the military medical system for Foreign Military and Other Personnel including press, contractors, etc. (TAB A). You suggested codifying a very precise set of rules concerning reimbursement.
- We are working to complete DoD Directive (DoDD) (TAB B) that establishes and assigns responsibilities under the authority of 10 U.S.C. 1074(c). It also implements the requirement of 10 U.S.C. 2559 that the United States receives reimbursement for in-patient healthcare provided in CONUS to foreign military or diplomatic personnel, except in certain cases covered by reciprocal health care agreements.
- This DoDD will establish the general rule that healthcare provided by the Department of Defense shall be on a reimbursable basis unless otherwise authorized by the DoDD or waived by the Secretary of Defense.
- This is a progress report. We are proceeding with refinements to this draft and will release it for DoD coordination in September.

COORDINATIONS: USD (Personnel and Readiness)
TAB C

Attachments:

As stated

Prepared by: CDR David Drozd and Lt Col William Joseph Kormos, Jr., OASD (Health Affairs), (b)(6) DOCS OPEN 112175, 112178, 112179

OSD 07106-06



8/25/2006 5:57:10 PM

11-L-0559/OSD/57354

FOUO

0915
222-06
BLS

JUN 22 2006

TO: Gordon England

CC: David Chu

FROM: Donald Rumsfeld

DR

SUBJECT: Care of Foreign Military and Other Personnel Including Press,
Contractors, etc. in the U.S. Military Medical System

Please follow up with David Chu on the attached recommendations regarding Department policies to guide the use of the military medical system to care for foreign military and other personnel.

I agree with David that a consistent policy should be established, but I do not agree that we want to delegate it to the Under Secretary for P&R, nor do I think it should be delegated to the Service Secretaries. The pressure is just too great.

I think we should retain any waivers for you and me, and we must get a very precise set of rules that everything is reimbursable, unless we waive it. We have to be careful about it. I think the current arrangements are far too loose.

Thanks.

Attach: 2/2/06 SecDef memo to USD (P&R); 6/2/06 USD (P&R) memo to SecDef

DHR:ss
SP062106-11

Please Respond By 07/12/06

FOUO

OSD 07106-06



6/22/2006 3:06:23 PM

11-L-0559/OSD/57355

~~FOUO~~

M 6/21/06

February 02, 2006

TO: David Chu
CC: Gordon England
Gen Pete Pace
Jim Haynes

FROM: Donald Rumsfeld

DA.

SUBJECT: Care for Foreign Military in the US Military Medical System

I would like to **know** the policy on taking care of foreign military personnel in the US military medical **system**. Also on contractors, press, US nationals, etc.

I want to make sure our directives **are current** and legal, and I want to h o w who the approval authorities are.

Thanks.

DHR.dh
020206-03

.....
Please Respond By 03/02/06

JUN 21 2006

SNOWS LIKE A PROTEST ATTACHE!

~~FOUO~~

OSD 07106-08



11-L-0559/OSD/57356



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D. C. 20301-4000

ACTION MEMO

June 2, 2006 - 10:00 AM
DepSecDef Action

FOR: SECRETARY OF DEFENSE

Dr. David S. C. Chu, USD (P&R)

SUBJECT: Care for Foreign Military and Others in the U.S. Military Medical System
-- SNOWFLAKE

- General authority. You asked for information on the policy and authorities for the care of foreign military, contractors, **press**, U.S. nationals, and others in the military medical system (TAB B).
 - o Title 10 allows the Secretary of Defense and the Secretaries of the Military Departments to designate individuals who do not have a statutory eligibility as eligible for health care in military medical facilities. This is the basis for the "Secretarial Designee" program.
 - o The balance of this memorandum summarizes existing restrictions, guidance and practice on use of "Secretarial Designation," and how this affects care for the populations of your interest. As you will see, many of our decisions are made on a case-by-case basis, given the loose (but legal) existing direction. Creating cohesive Department-wide guidance would be meritorious, which is my principal recommendation.
- Foreign military. Under the law, the U.S. must be reimbursed for inpatient care in the U.S. to foreign military or diplomatic personnel, except that reimbursement is waived for a country's military personnel and their dependents if there is a reciprocal agreement with **that** country under which both countries agree to provide comparable care for each other's personnel.
 - o Foreign military members and their dependents not covered by a reciprocal healthcare agreement may be offered health care. Reimbursement is generally required by policy, but (except for inpatient care in the U.S.) may be waived.
 - o The Secretarial Designee program does not extend to care outside DoD facilities. (This is currently an issue for coalition force personnel assigned to Combatant

MA SD		SMA DSD	
TSV SD	12/20	SAV SD	12/19
ENR SD	12/16	OSR SD	12/17



OSD 07106-08



11-L-0559/OSD/57357



Department of Defense

DIRECTIVE

NUMBER 6025.xx

ASD(HA)

SUBJECT: Health Care Eligibility Under the Secretarial Designee Program and Related Special Authorities

- References:
- (a) Title 10, United States Code
 - (b) DoD Directive 3000.45, "Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations," November 28, 2005
 - (c) DoD Directive 2205.2, "Humanitarian and Civic Assistance (HCA) Provided in Conjunction with Military Operations," October 6, 1994
 - (d) DoD Directive 5530.3, "International Agreements," June 11, 1987
 - (e) DoD Instruction 2310.08E, "Medical Program Support for Detainee Operations," June 6, 2006

1. PURPOSE

This Directive

1.1. Establishes policy and assigns responsibilities under the authority of 10 U.S.C. 1074(c) (Reference (a)) for health care eligibility under the Secretarial Designee Program.

1.2. Implements the requirement of 10 U.S.C. 2559 that the United States receive reimbursement for inpatient health care provided in the United States to foreign military or diplomatic personnel, except in certain cases covered by reciprocal health care agreements.

2. APPLICABILITY

2.1. This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter collectively referred to as the "DoD Components").

2.2. This Directive does not apply to:

11-L-0559/OSD/57358

2.2.1. Health care services provided to coalition forces overseas in deployed operational settings, or to allied forces in overseas training exercises and similar activities.

2.2.2. Health care services provided to foreign nationals overseas under DoD Directive 3000.05 (Reference (b)), DoD Directive 2205.2 (Reference (c)), or DoD Instruction 2310.08E (Reference (e)).

3. DEFINITIONS

3.1. Secretarial Designee Program. The program established under 10 U.S.C. 1074(c) to create by regulation an eligibility for health care services in military medical treatment facilities (MTFs) for individuals who have no such eligibility under chapter 55 of title 10 (Reference (a)).

4. POLICY

It is DoD policy that:

4.1. General Policy. The use of regulatory authority to establish a DoD health care eligibility for individuals without a specific statutory entitlement or eligibility shall be used very sparingly; and only when it serves a compelling DoD mission interest. When used, it shall be on a reimbursable basis; unless non-reimbursable care is authorized by this Directive or reimbursement is waived by the Secretary of Defense.

4.2. Foreign military personnel and their dependents.

4.2.1. MTF care in the U.S. Foreign military personnel in the United States under the sponsorship or invitation of the Department of Defense, and their dependents approved by DoD to accompany them, are eligible for space-available outpatient and inpatient care in MTFs. Such care is reimbursable, except as follows.

4.2.1.1. For such personnel covered by the North Atlantic Treaty Organization (NATO) Status of Forces Agreement (SOFA) or the Partnership for Peace (PFP) SOFA, outpatient care is non-reimbursable.

4.2.1.2. A Reciprocal Health Care Agreement (RHCA) may provide a waiver of reimbursement for inpatient and/or outpatient care for military personnel and their dependents from a foreign country if comparable care is made available to at least a comparable number of United States military personnel and their dependents in that foreign country. RHCAs may have a duration of up to four years, provided that there is a revalidation every two years of continuing compliance with the requirements for comparable care and comparable numbers. A disparity of more than 25% in the number of foreign personnel and dependents above U.S. personnel and dependents shall not be considered within the range of comparable numbers.

4.2.1.3. Upon recommendation of a combatant commander, in coordination with USD(P&R), USD(P), USD(C), and GC, reimbursement for outpatient care may be waived by the Secretary of Defense under 10 U.S.C. 1050 (relating to payment of certain personnel expenses necessary for Latin American cooperation) or 1051a (relating to certain expenses of coalition liaison officers from developing countries) (Reference (a)).

4.2.1.4. Outpatient care for foreign military personnel and their dependents in other circumstances may be non-reimbursable if reimbursement is waived by the Secretary of Defense.

4.2.2. Non-MTF care in the U.S. Foreign military personnel in the United States under the sponsorship or invitation of the Department of Defense, and their dependents approved by DoD to accompany them, are not eligible for DoD payment for outpatient or inpatient care received from non-DoD providers, except as follows:

4.2.2.1. For such personnel covered by the NATO SOFA or the PFP SOFA, outpatient care may be provided under the TRICARE Standard program under 32 CFR Part 199.

4.2.2.2. Upon recommendation of a combatant commander, in coordination with USD(P&R), USD(P), USD(C), and GC, payment for outpatient care may be authorized by the Secretary of Defense under 10 U.S.C. 1050 (relating to payment of certain personnel expenses necessary for Latin American cooperation) or 1051a (relating to certain expenses of coalition liaison officers from developing countries) (Reference (a)).

4.2.2.3. In extraordinary circumstances and where no other authority is available, the Secretary of Defense or the Secretary of a Military Department may approve DoD payment under the Emergency and Extraordinary Expenses authority of 10 U.S.C. 127.

4.3. Foreign diplomatic or other senior foreign officials. Foreign diplomatic or other senior foreign officials and the dependents of such officials may be provided inpatient or outpatient services in MTFs only in compelling circumstances, including both medical circumstances and mission interests, and through case-by-case approval.

4.3.1. In the United States the approval authority is the Secretary of Defense or Secretary of a Military Department. The authority to waive reimbursement for care provided in the U.S., to the extent allowed by law, is the Secretary of Defense.

4.3.2. Requests from the State Department or other agency of the U.S. Government will be considered on a reimbursable basis.

4.3.3. Under 10 U.S.C. 2559, reimbursement to the United States for care provided in the U.S. on an inpatient basis to foreign diplomatic personnel or their dependents may not be waived.

4.4. Other foreign nationals. Other foreign nationals (other than those described in paragraphs 4.2 and 4.3) may be designated as eligible for space available care in MTFs only in extraordinary circumstances.

4.4.1. The authority to waive reimbursement for care provided in the U.S., to the extent allowed by law, is the Secretary of Defense. Waiver requests will only be considered based on a direct and compelling relationship to a priority DoD mission objective.

4.4.2. Requests from the State Department of other agency of the U.S Government will be considered on a reimbursable basis.

4.5. Invited persons accompanying the overseas force. The Secretaries of the Military Departments and the USD(P&R) may designate as eligible for space available care from the Military Health System outside the United States persons invited by DoD to accompany or visit the military force in overseas locations or invited to participate in DoD sponsored morale, welfare and recreation activities. This authority is limited to health care needs arising in the course of the invited activities. Secretary of Defense approval is needed to continue health care initiated under this paragraph in MTFs in the U.S.

4.5.1. In the case of employees or affiliates of news organizations, all care provided under the authority of paragraph 4.5 is reimbursable. For other individuals designated as eligible under paragraph 4.5, the designation may provide for outpatient care on a non-reimbursable basis, and establish a case-by-case authority for waiver of reimbursement for inpatient care.

4.5.2. Paragraph 4.5 does not apply to employees of the Executive Branch of the United States or personnel affiliated with contractors of the United States.

4.6. U.S. nationals overseas. Health care for U.S. nationals overseas is not authorized, except as otherwise provided in this Directive. At the request of the Department of State and as authorized by law, reimbursable care may be provided.

4.7. Civilian employees and contractor personnel.

4.7.1. The Secretaries of the Military Departments and the USD(P&R) may designate Federal civilian employees and personnel performing services for DoD under federal contracts as eligible for space-available care from the Military Health System on a reimbursable basis when stationed, employed or on duty in foreign countries, or, under specified circumstances, other locations outside the 50 states. Dependents residing in the same household in such places may also be designated for similar care on a reimbursable basis.

4.7.2. Occupational health care services provided to DoD employees under authorities other than 10 U.S.C. 1074(c) are not affected by this Directive. The Secretaries of the Military Departments and the USD(P&R) may designate DoD civilian employees, applicants for employment, and personnel performing services for DoD under federal contracts as eligible for

occupational health care services required by DoD as a condition of employment or involvement in any particular assignment, duty, or undertaking.

4.7.3. Any health care services provided by the Military Health System to employees of DoD non-appropriated fund instrumentalities shall be on a reimbursable basis

4.8. Emergency health care. The Secretaries of the Military Departments and the USD(P&R) may designate as eligible for emergency health care from MTFs in the United States emergency patients pursuant to arrangements with local health authorities or in other appropriate circumstances. Such care shall be on a reimbursable basis, unless waived by the Secretary of Defense.

4.9. Research volunteers. The Secretaries of the Military Departments and the USD(P&R) may designate as eligible for health care services from MTFs for human subjects volunteers in DoD-sponsored research projects. Such eligibility shall be limited to research injuries.

4.10. Continuity of care extensions of eligibility. The Secretaries of the Military Departments and the USD(P&R) may establish temporary eligibility of a space-available basis for former members and former dependents of members of the armed forces for a limited period of time, not to exceed six months, or in the case of pregnancy the completion of the pregnancy, after statutory eligibility expires when appropriate to allow completion or appropriate transition of a course of treatment begun prior to such expiration. In the case of a pregnancy covered by this paragraph, the designation of eligibility may include initial health care for the newborn infant.

4.11. Members of the armed forces. The Secretaries of the Military Departments and the Under Secretary of Defense for Personnel and Readiness may establish eligibility not specifically provided by statute for critical mission related health care services for designated members of the armed forces, such as reserve component members not in a present duty status. This authority includes payment for health care services in private facilities to the extent authorized by 10 U.S.C. 1074(c). Care under this paragraph is non-reimbursable.

4.12. Certain senior officials of the U.S. Government. The officials listed in Enclosure 1 are designated as eligible for space-available inpatient and outpatient health care services from the Military Health System on a reimbursable basis.

4.13. Patient movement. Provisions of this Directive concerning inpatient care shall also apply to requests for patient movement through the medical evacuation system.

5. RESPONSIBILITIES AND FUNCTIONS

5.1. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is authorized to issue DoD Instructions to supplement and implement this Directive. Any

recommendations for exceptions to policy established by this Directive, to the extent they are allowed by law, will be submitted to the Secretary of Defense.

5.2. The Under Secretary of Defense for Policy (USD(P)) shall evaluate requests for RHCA's to identify those that would be in the best interest of DoD, coordinate with ASD(HA), and obtain approval of the Secretary of Defense to proceed with negotiations of an RHCA.

5.3. The Under Secretary of Defense (Comptroller) (USD(C)) shall, in coordination with ASD(HA), establish appropriate reimbursement rates, including appropriate interagency rates and rates applicable to students in International Military Education and Training (IMET) programs.

5.4. The Assistant Secretary of Defense (Health Affairs) (ASD(HA)), following approval of the Secretary of Defense to begin negotiations, shall negotiate **and** have the authority to approve an RHCA, in coordination with USD(P) and the General Counsel of the Department of Defense, and in accordance with DoD Directive 5530.3 (Reference (d)).

5.5. The Secretaries of the Military Departments shall implement this Directive.

5.6. Commanders of European Command, Pacific Command, and Southern Command have the authority to designate individuals **as** eligible for health care from medical treatment facilities in their respective geographic areas of responsibility. These Commanders also have authority to waive reimbursement for outpatient care based on compelling mission interests. Any waivers of reimbursement for inpatient care require approval of the Secretary **of** Defense.

6. EFFECTIVE DATE

This Directive is effective January 1, 2007.

Enclosures – 1

E1. Secretarial Designee Status for Certain Senior Officials of the U.S. Government

Et. ENCLOSURE I

SECRETARIAL DESIGNEE STATUS FOR CERTAIN SENIOR OFFICIALS
OF THE U.S. GOVERNMENT

The following individuals are Secretarial Designees for space-available care in MTFs on a reimbursable basis:

E1.1. The President **and** Vice President.

E1.2. Members of Congress.

E1.3. Members of the Cabinet.

E1.4. Officials of the Department of Defense appointed by the President and confirmed by the Senate.

E1.5. Article III Federal Judges. (Article III courts are: The Supreme Court of the United States, U.S. Courts of Appeal, U.S. District Courts, U.S. Court of Claims, U.S. Court of Customs and Patent Appeals, and the U.S. Court **of** International Trade.)

E1.6. Judges **of** the U.S. Court of Military Appeals.

E1.7. Assistants to the President.

E1.8. Director of the White House Military Office.

Care for Foreign Military and Other Personnel Including Press, Contractors, etc., in
the Military Medical System
August 15, 2006

COORDINATIONS

USD(AT&L)	Mr. Kenneth Krieg	Concur 8/22/06
OGC	Mr. Daniel Dell'Orto	Concur 8/17/06
USD (P)	Mr. Christopher Ryan Henry	Concur 8/16/06
USD (C)	Ms. Tina Jonas	Concur (not dated)
Joint Staff Surgeon	Maj Gen Joseph Kelley	Copy provided for info

Sherrod, Jimmy, CIV, WHS/ESD

From: Boykin, Jason CIV WHS/ESD
Sent: Monday, August 07, 2006 3:26 PM
To: Sherrod, Jimmy, CIV, WHS/ESD
Subject: Old Overdue P&R Taskings

Jimmy,

I think Bob Dannemiller needs some help getting some of these ancient taskings closed out. Any suggestions?

1. ADN	UPR	OSD 05128-06	12-Apr-06	117
2. ADN	UPR	OSD 0550046		116
3. ADN	UPR	OSD 0377646		45
4. ADN	UPR	OSD 07108-06	23-Jul-06	45
5. C&R	UPR	OSD 77545-05	28-Sep-05	31
6. C&R	UPR	OSD 20165-05	19-Oct-05	313
7. C&R	UPR	OSD 23911-05	22-Dec-05	292
8. C&R	UPR	OSD 07441-06	15-May-06	228
				84

v/r,
Jason

Jason O. Boykin - Executive Services Directorate

(b)(6)

1. Promotion board guidance issued by DSD on 8/3/06 see 11632-06
2. UPR sent an INFO memo to SD concerning Thucien costs see 07117-06
3. Let's a directive - check w/ Burtol on status!
4. There's an approved (actually disapproved) action memo scanned in under a "Front Office doc." Looks like a dead issue to me. Check w/ LTOL Bill Korman. I think it's closed
5. Old most likely outdated & OBE
6. OBE. Never acted on - regulations data is out dated.
7. Old would close as OBE. If its important it will resurface
8. See 10448-06. I think we could use it to say 07441-06 is closed. UPR is writing the voting issue. The SD memo 07441-06 talks about what the Navy plans to do.

8/8/2006

11-L-0559/OSD/57366

07106-06

701
22 Jun 06
2 Feb 06

close it
close
OK and Ed Burtol

~~FOUO~~

MAY 02 2006

61
5

TO: President George W. Bush
CC: Vice President Richard B. Cheney
Stephen J. Hadley
FROM: Donald Rumsfeld *DR*
SUBJECT: Luttwak Article on Iran

Attached is an article on Iran ~~from~~ *Commentary* magazine that might be of interest.

Respectfully,

Attach. Luttwak, Edward N. "Three Reasons Not to Bomb Iran -- Yet,"
Commentary, May 2006.

DHR:ab
050106-26

.....

OSD 07128-06



5/2/2006 4 49:31 PM

~~FOUO~~

11-L-0559/OSD/57367

2 May 06

COMMENTARY

May 2006

Three Reasons Not to Bomb Iran—Yet**Edward N. Luttwak****I**

I know of no reputable expert in the United States or in Europe who trusts the constantly repeated promise of Iran's **rulers** that their nuclear **program** will be entirely peaceful and is meant only to produce electricity. The question is what to do about **this**. Faced with the alarming prospect of **an** Iran armed with nuclear weapons, some policy experts favor immediate preventive action, while others, of equal standing, invite us to accept what they consider to be inevitable in any case. The former call for the bombing of Iran's nuclear installations before they *can* produce actual weapons. The latter, to the contrary, urge a diplomatic understanding with **Iran's** rulers in **order** to attain a stable relationship of mutual deterrence.

Neither position **seems** adequately to recognize essential Iranian realities or American strategic priorities. To treat Iran **as** nothing more than a **set** of possible bombing targets cannot possibly be the right approach. Still more questionable is the illogical belief that a regime that feels free to attack American interests in spite of its present military inferiority would somehow become more restrained if it could rely on the protective shield of nuclear weapons.

In contemplating preventive action, the technical issue may be quickly disposed of. Some observers, noting that **Iran's** nuclear installations consist of hundreds of buildings at **several** different sites, including a number that **are** recessed in the ground with fortified roofs, have contended that even a prolonged air campaign might not succeed in destroying all of them. Others, drawing a simplistic analogy with **Israel's** aerial destruction of Iraq's Osirac nuclear reactor in June 1981, speak **as** if it would be enough to drop sixteen unguided bombs on a single building to do the job. The fact is that the targets would not be buildings as such but rather processes, and, given the aiming information now available, they could indeed be interrupted in lasting **ways** by a single night of bombing. An air attack is not a demolition contract, and in **this** case it could **succeed** while inflicting relatively little physical damage and no offsite casualties, barring gross mechanical errors that occur only rarely in these days of routine precision.

The greater question, however, is neither military nor diplomatic but rather political and strategic: what, in the end, do we wish to see emerge in Iran? It is in light of that long-term consideration that we need to weigh both our actions and their timing, lest we hinder rather than accelerate the emergence of the future we hope for. We must start by considering the special character of American relations with the country and people of Iran.

II

The last time the United States seriously considered the use of force in Iran, much larger operations were envisaged than the bombing of a few uranium-enrichment installations. The year was 1978, and the mission was so demanding that a complete light-infantry division would have been needed **just as** an advance guard to screen the build up of the main forces. The projected total number of troops in action—most of them from Iran's U.S.-equipped and U.S.-trained army—would easily have exceeded the maximum total fielded by the United States and its allies in Iraq since 2003. Their mission: to defend the country from a Soviet thrust to the Persian Gulf, in which motor-rifle divisions would descend from the Armenian and Azerbaijan Soviet Socialist Republics to link up with airborne divisions sent ahead to seize the oil ports.

That long-ago bit of contingency planning reflected sound intelligence on the contemporary transformation of the Soviet army from a ponderous hattering ram to a fast-paced maneuver force. In the end, to be sure, it turned out that not Iran but neighboring Afghanistan was the Soviet target. But there is no question that, in facing the adventurism of an exceedingly well-armed Soviet Union in its final stage of militarist decline, the government of Iran could rely on the protection of its American alliance, an alliance in place ever since the Truman administration blocked Stalin's attempt to partition the country in 1946. From then on, and even in the perilous circumstances envisaged in 1978, the United States stood ready to risk the lives of American troops to defend Iran—it was that important in American strategy.

At stake in those decades was not just Iran's oil, although that counted for much more in 1946 than it does now: there was **as yet** no oil production to **speak** of in Saudi Arabia, Kuwait, or the **United** Arab Emirates, and **Iraq** was the only other oil exporter in the **region**. More significant than Iran's geology was, and is, its geography. During the cold war, its northern border on either side and across the waters of the Caspian Sea formed an essential segment of the Western perimeter of containment. Today, it is **Iran's** very long southern coastline that is of equal strategic importance, dominating as it does the entire Persian Gulf from its narrow southern entrance at the **straits** of Hormuz to the **thin** wedge of Iraqi territory at its

head. All of the offshore oil- and gas-production platforms in the gulf, all the traffic of oil and gas tankers originating from the jetties of the Arabian peninsula and Iraq, **are** within easy reach of the Iranian coast.

Unchanging geographic realities thus favor a strategic alliance between the United States and Iran, with large benefits for each side. Only the strategic reach of the distant United States can secure Iran from the power of the Russians nearby—a power not in abeyance even now, **as** the recent nuclear diplomacy shows, and much more likely to revive in the future than to decline. Likewise, a friendly Iran **can** best keep troublemakers away from the oil installations on the Arab side of the gulf, where there **are** only weak and corrupt desert dynasties to protect them.

III

The vehement rejection of the American alliance by the religious extremists in power ever since the fall of the Shah in 1979 therefore violates the natural order of things—damaging both sides, but Iran far more grievously. The cost to the people of Iran **has** been huge, starting with the 600,000 dead and the uncounted number of invalids from the **1980-88** war with Iraq, which American protection would certainly have averted, and continuing till now with the lost opportunities, disruptions, and inconveniences caused by the lack of normal diplomatic and commercial relations.

These impediments **are** so costly precisely because there is still so much interchange between the two sides, with Iranian-Americans traveling back and forth and not a few operating businesses in Iran while residing **in** the U.S., and vice-versa. Beyond that, millions of ordinary Iranians are keenly interested in all that is American, from youth fashions to democratic politics, and nothing can stop them from watching the Farsi-language television stations of Los Angeles; all attempts by Iran's rulers to prohibit the country's ubiquitous satellite antennas have failed.

That is part of a much wider loss of authority over Iranian society. The regime started off in **1979** with the immense prestige of Ayatollah Ruhollah Khomeini, initially the consensual leader of just about everyone in Iran: Westernizing liberals and traditionalist bazaar merchants, the modernizing middle classes and the urban poor, rural landlords **angry** at the Shah's land reforms and the peasant beneficiaries of those measures, old-line Tudeh Communists and anti-Communist radicals, and of **course** believing Muslims of every sort, from the moderately devout and quietist to the fanatical clerics of the more extreme theological schools.

Except for the last-named, all the members of this broad coalition of the deluded were one by one excluded from any share of power, and then

variously outlawed, imprisoned, executed, oppressed, marginalized, or simply ignored, leaving extremist clerics in **full** control. Initially, these still had Khomeini's authority to justify their power, and still enjoyed the traditional respect that many Iran-ians used to feel for the clerics of Shiite Islam. But that is entirely gone now, replaced by resentment and contempt.

Too many clerics have **used** their official government positions, or their control of confiscated property placed in Islamic trusts, to enrich themselves and their families. **Too** many have operated scams of all kinds, diverting oil revenues or overcharging the government not **only** to fund the hugely swollen theological schools whose hordes of pious idlers **must** be fed and clothed but also for their personal benefit. The most notorious of them all, Ali **Akbar** Hashemi Rafsanjani, a low-ranking cleric by trade, twice president of the Islamic republic from **1989** to **1997**, perennial candidate for another term, chairman of the unelected but powerful "Expediency Discernment Council," and a top adviser to the Supreme Leader Ayatollah Seyyed Ali Khamenei, is widely believed to have become **Iran's** richest man.

Under the Shah, corruption in government contracting notoriously added some 15 percent to the cost of everything that was bought, from fertilizers for the ministry of agriculture to helicopters. Now the **graft** is more like 30 percent; the family and cronies of the Shah, it turns out, were paragons of self-restraint **as** compared with the clerics. They now form an entire class of exploiters, with the result that a bitter anti-clericalism has become widespread in **Iran** **as** it never was before.

Having lost all its moral authority, the regime must survive on the power of coercion alone, derived from the brutish part-time Basij militia of poor illiterates and the full-time Pasdaran **Inqilab**, or "Revolutionary Guards," whose forces **are** structured in ground, air, and naval combat units but whose men can still be sent into action **as** enforcers against protesting civilians. With the rise of Mahmoud Ahmadinejad, the first non-cleric to win Iran's presidency and himself a former engineering officer in their **ranks**, the Pasdaran have become an important political faction **as** well **as** a military force, a political gendarmerie, and a business conglomerate.

It is one more symptom of the regime's degeneration that, although the Pasdaran **are** well paid by local standards, they complement their salaries by engaging in both legal and illegal business, from manufacturing to contraband across the Persian Gulf. The Pasdaran's naval arm operates fast patrol boats **from** seven Iranian ports and the Halul oil platform. They **are** used to smuggle in products from foreign hulls or from the port of Dubai, not only embargoed items for national purposes but also perfumes and other luxury products for private money-making.

IV

Nor is that all. Because of its ideology, **as** well as the imperatives of retaining power against the popular will, the regime is in permanent collision with the culture, or rather the cultures, of Iran.

Almost half of the country's population is not Persian. Yet, under an official Persian nationalism that dates back to the 1920's—it is the only aspect of the Shah's imperial regime that Ayatollah Khomeini and his successors have **left** entirely untouched—all other national cultures **are** suppressed and reduced to mere folklore. Only Persian-language teaching is allowed (except for Armenian-Christian and Jewish religious instruction), condemning all non-Persians to illiteracy in their own languages.

Of these non-Persians, the Kurds alone account for some 9 percent of Iran's population, and their national sentiments have certainly been strengthened by the example of virtual Kurdish independence in Iraq next door. **As** their demands for cultural autonomy become more forceful, something of an insurgency seems to have started in Kurdish-inhabited parts of northwestern Iran. Smaller nationalities, too, have recently engaged in acts of violent resistance, including the Arabs at 3 percent of Iran's population and the Baluch of the southeast at 2 percent.

Taken together, the Kurds, the Arabs, the Baluch, plus several other ethnicities (Turkmen, Lurs, Gilaki, and Mazandarani), whether in any way dissident or not, amount to a quarter of **Iran's** population. But another quarter at least is added by the Turkish-speaking **Azeris**. Although many Azeris, especially in Tehran, are thoroughly assimilated, many others increasingly **affirm** their Turkic national identity, and groups calling for cultural autonomy or even separation have become increasingly active among them. Ever since Azerbaijan, just across the border, gained its independence from the Soviet Union, the Azeris have had a national home of their own, and it is not Iran.

Further fracturing the country's unity is the clerics' religious extremism. Their discriminatory practices arouse the resentment not only of such minor non-Islamic communities as the Bahais, Christians, Jews, and Zoroastrians, who conjointly amount to less than 1 percent of the population, but also of the Sunni Muslims who account for some 10 percent. In Tehran, home to more than a million of them, Sunnis **are** not allowed to have their own mosque, **as** they have in Rome, Tel Aviv, and Washington, D.C. The last sustained attempt to build a Sunni mosque was blocked by Mahmoud Ahmadinejad when he was mayor of Tehran.

Ahmadinejad's advent **as** president marks, indeed, a definite shift—from

the institutionalized religious extremism in place since the fall of the Shah in 1979 to a more strident ultra-extremism. True, under Iran's theocratic constitution the elected president must obey the "Supreme Leader," a cleric of at least ayatollah rank, just as the elected **Majlis** parliament is subordinated to the unelected "Council of Guardians." Hence the views of the previous president, the elegant, learned, and mostly moderate Seyyed Muhammad Khatami, mattered not at all, as was soon discovered by the Western officials who wasted their time in negotiating with him. But Khatami was powerless because he was out of step with a regime that was responding to its ever increasing unpopularity by becoming ever more extreme. Ahmadinejad, by contrast, exemplifies that very trend.

Although the world now knows him for his persistent denial of the Holocaust and his rants against Israel and Zionism, at home Ahmadinejad's hostility is directed not against Iran's dwindling Jewish community but against the Sunnis. Lately, moreover, his ultra-extremism has antagonized even many of his fellow Shiites: he is an enthusiastic follower of both Ayatollah Muhammad Taqi Misbah Yazdi, for whom all current prohibitions **are** insufficient and who would impose an even stricter Islamic puritanism, and of a messianic, end-of-days cult centered on the Jamkaran mosque outside the theological capital of Qum. More traditional believers **are** alarmed by the hysterical supplications of the Jamkaran pilgrims for the return of Abul-Qassem Muhammad, the twelfth imam who occulted himself in the year 941 and is to return as the mahdi, or Shiite messiah. More urgently they fear that in trying to "force" the return of the mahdi, Ahmadinejad may deliberately **try** to provoke a catastrophic external attack on Iran that the mahdi himself would have to avert.

The shift **from** everyday extremism to a more active ultra-extremism is also manifest in the persecution of heterodox Shiites, both the Ahl-e-Haqq of western Iran and the far more numerous Sufi brotherhoods, who were previously left alone even by the rigorously fanatical Ayatollah Khomeini. Now, by contrast, Sufi gathering places are forcibly closed or attacked, and a major center in Qum was recently demolished, with hundreds of protesting Sufi dervishes arrested in the process.

Far more important than any of this is the antipathy of the regime for the Persian majority culture itself. Relentlessly favoring an essentially Arab Islamic culture instead, it condemns —though it has not been able to suppress —such cherished pre-Islamic customs as the fire-jumping ceremony that precedes the Nowruz celebrations of the Zoroastrian new year each spring. More generally, it elevates its narrow Islamism above the achievements and legacy of one of the world's major civilizations, whose millennial influence in everything from poetry and music to

monumental architecture, from the ~~higher~~ crafts of carpets and miniatures to cuisine, continues to be felt in a vast area from the **Balkans** to Bengal right across central Asia.

The cultural dimension of their identity is especially significant for the Persians of the Iranian diaspora. This vast and growing group comprises a **handful** of political exiles and millions of ordinary people who could have prospered in Iran, and made Iran prosperous, but for their refusal to live under the rule of religious fanatics. Their cultural identity is what gives them a strong sense of cohesion quite independently of the Islam they were born into. While only a few have converted to Christianity, or **are** seriously engaged in the Zoroastrian revival that is promoted by some exiles, the majority have reacted to the extremism of Iran's present rulers by becoming, in effect, post-Islamic—that is, essentially secular but for a sentimental attachment to certain prayers and rituals.

In this, the exiles are presaging the **future** of Iran itself.

V

In contemplating American military action against **Iran**, it is important to recall these fundamental realities—now submerged but bound to reassert themselves as fundamentals always do. For the inhabitants of Iran are human beings like the rest of us, and extremist norms **can** be imposed on them only by brute force. A valid **analogy** is with the collapse of Communism in Eastern **Europe** and Russia and, in China, the retreat of Communism from the economic to the political realm alone. In each of these **cases**, even after all the depredations, massacres, destructions, and claimed **transformations** of decades of Communist rule, local cultures and historic identities reemerged largely intact and essentially unchanged—except for the principled rejection of Communist ideology.

It will be just the same in Iran when the fanatics who now oppress the non-fanatical majority lose power, as they inevitably will in time. Along with the reemergence of the **country's** suppressed Westernization that dates back to the 1920's, along with the restoration of its own beloved secular Persian culture, one can reasonably expect the United States to **return** to the scene as Iran's natural ally. But not everything will be as it was before, for the long and bitter years of religious oppression will have engendered widespread disaffiliation from politicized Islam, with some interest in its apolitical variants and perhaps some conversions to milder faiths, and certainly with an irresistible demand to strip the clerics of all political or judicial power.

That, as it happens, is one excellent reason not to move forthwith to bomb Iran's nuclear installations. For the long-term consequences of any

American military action cannot be disregarded. Iranians are our once and future allies. Except for a narrow segment of extremists, they do not view themselves as enemies of the United States, but rather as the exact opposite: at a time when Americans are unpopular in all other Muslim countries, most Iranians become distinctly more friendly when they learn that a visitor is **American**. They must not be made to feel that they were attacked by the very country they most admire, where so many of their own relatives and friends have so greatly prospered, and with which they wish to restore the best of relations.

There is a second good reason not to act precipitously. In essence, we should not bomb Iran because the worst of its leaders positively want to be bombed—and are doing their level best to bring that about.

When a once broadly popular regime is reduced to the **final** extremity of relying on repression alone, when its leadership degenerates all the way down from an iconic Khomeini to a scruffy Ahmadinejad, it can only benefit from being engaged or threatened by the great powers of the world. The clerics' frantic extremism reflects a sense of insecurity that is fully justified, given the bitter hostility with which they are viewed by most of the population at large. In a transparent political maneuver, Ahmadinejad tries to elicit nationalist support at home by provoking hostile reactions abroad, through his calls for the destruction of Israel, his clumsy version of Holocaust denial that is plainly an embarrassment even to other extremists, and, above all, his repeated declarations that Iran is about to repudiate the Non-Proliferation Treaty it ratified in 1970.

There is a third reason, too. The effort to build nuclear weapons started more than three decades ago, yet the regime is still years away from producing a bomb.

VI

It was as far back as August 1974, when the overnight tripling of Iran's oil revenues seemed to **offer** boundless opportunities, that the **Shah** publicly announced his intention to fund the construction of 23 nuclear reactors with an electricity-producing capacity of 1,000 megawatts each—a huge total, enough to supply Iran's entire demand. His declared **aim** was to preserve the "noble" commodity of oil for the more valuable extraction of petrochemicals, instead of burning it as a furnace fuel.

That almost made economic sense at the time. Although many suspected—rightly—that the **Shah's** real aim was to acquire nuclear weapons (we now know that he was seeking to buy ballistic missiles as well), he did at least have a passingly plausible explanation. But that was before the immensity of Iran's natural-gas reserves became known. No

such cover story can deceive anyone in 2006: with 812 trillion cubic feet of proven gas reserves (15 percent of the world's total), Iran can cheaply generate all the electricity it wants with gas turbines.

In 1975, the Shah contracted with the French for enriched uranium and with Germany's Kraftwerk Union consortium of Siemens and A.E.G. Telefunken, as well as with ThyssenKrupp, to build the first two pressurized light-water reactors and their generating units near Iran's major port city of Bushehr. Work progressed rapidly until July 1979, when, after an expenditure of some \$2.5 billion, the Germans abandoned Bushehr because Iran's new revolutionary rulers refused to make an overdue progress payment of \$450 million. It seems that Ayatollah Khomeini opposed nuclear devilry—and besides, anything done by the Shah was viewed with great suspicion.

At that point, one reactor (Bushehr I) was declared by the Germans to be 85-percent complete and the other (Bushehr II) 50-percent complete. Both were subsequently damaged during the war with Iraq that lasted until 1988, chiefly in air strikes flown by seconded French pilots. Siemens was asked to return to finish the work but, knowing that the German government would never allow the contract to proceed, refused.

Negotiations with the Russians began soon thereafter. But because of quarreling by different factions within Iran and protracted haggling with Minatom, the Soviet atomic-energy ministry, no agreement was reached until 1995, when Boris Yeltsin, by now the president of Russia, ignored American objections and approved the delivery of a VVER-1000 pressurized light-water reactor powered by slightly enriched uranium rods. Delivered as a single large module, the reactor was to be fitted into the Bushehr I building, which was to be quickly repaired, adapted, and completed by Iranian and Russian contractors.

But problems arose—more or less the same ones that might be encountered in remodeling a suburban kitchen, though on a somewhat larger scale. Today, some eleven years after the contract was signed, some 2,500 Russian technicians are still hard at work in famously hot Bushehr, and the reactor is still not quite ready. The United States, which originally opposed the Minatom contract, now accepts, presumably for good reason, that all is proceeding properly—the Russians alone are to process the uranium rods, and the level of Minatom's competence and efficiency has been adequately signaled by the pace of its performance so far.

Rather less is known about Iran's secret program to produce weapon-grade uranium by the centrifuge process, but there is no reason to believe that things are otherwise. What is known is that in 1995, the Pakistani thief and smuggler Abdul Qadeer Khan, who is regularly

described **as** a scientist but who **has** never invented or developed anything at all, agreed to sell to Iran the complete centrifuge-technology package he had stolen from the European URENCO consortium. The package also included samples of Pakistani-made centrifuges, full-scale plans for a heavy-water and plutonium reactor and separation plant, and the drawings and calculations for a cannon-type uranium bomb that Pakistan had originally received from China.

Evidently not included in the package were the two first stages of the separation process—the straightforward crushing and leaching needed to extract concentrated natural uranium or "yellowcake" from uranium ore—and the less simple but not overly sophisticated chemical plant needed to convert yellowcake into the gas uranium hexafluoride, which is fed into centrifuges. But China made up for this lack in 1996, selling complete and detailed plans **and** blueprints to Iran after the United States successfully objected to the sale of the plant itself. It is **now** installed, big **as** life, near Isphahan, ready for use and evidently already tested. To judge by photographs, it could just **as** readily be incapacitated with fewer than twelve 1,000-pound bombs, though the target would have to be revisited periodically because chemical plants **are** easily repaired even after their seemingly spectacular destruction.

VII

But the core technology in the Khan package was that of the centrifuges themselves. They were not the ultra-fast, carbon-fiber units that URENCO now uses but two early models: one built out of dense aluminum that is easier to manufacture with the right machinery, and the other built out of a more efficient maraging steel but harder to manufacture. Both derive from a 1957 German design that was itself an improved version of the original aluminum centrifuges developed in the postwar Soviet Union by captured German scientists.

The fissile U-235 isotope of **uranium** that is needed for bombs is only 1.26-percent **lighter** than the mass of U-238 that comprises 99.3 percent of natural uranium. To extract it, only very fast centrifuges are of any use, turning at the rate of at least 1,500 revolutions per second, a hundred times as fast as a domestic washing machine. Things that turn that fast easily break apart, and the detailed design is also far from simple: to reduce friction that would otherwise generate enough heat to melt the whole thing, the electrically powered rotor must spin in a vacuum, with a magnetic bearing. The Japanese, who are generally believed to be somewhat more advanced than the Iranians in such matters, encountered considerable difficulties with their centrifuge plant.

Nor could Khan possibly sell enough centrifuges to Iran to separate

U-235 for a bomb in any reasonable amount of time, many centrifuges must be set to work at once. With the design now in Iran's possession, it would take at least 1,000 centrifuges working around the clock for at least a year to produce enough U-235 for a single cannon-type uranium bomb. Those 1,000 centrifuges must first be manufactured and then connected by piping into so-called "cascades"—and they must not break down, as poorly made centrifuges certainly will. (Of the 164 centrifuges that Iran already had in motion when the inspectors of the International Atomic Energy Agency [IAEA] shut down the cascade in November 2003, fully a third crashed when the electricity was turned **off**.) Nor is it easy to keep the cascade running correctly: because uranium hexafluoride becomes highly corrosive in contact with water vapor, it can easily perforate imperfect tubes—and any leaks will promptly damage more of the plant.

It is true that one potential obstacle to Iran's quest for U-235 did prove to be entirely insignificant. European firms, mostly German and Swiss, not only eagerly sold the high-strength **aluminum**, special maraging steel, electron-beam welders, balancing machines, vacuum pumps, machine tools, and highly specialized flow-forming machines for both aluminum and maraging steel centrifuges, but also trained Iranians in the use of all this equipment. Remarkably, or perhaps not, they were also willing to train Iranians in the processes specifically needed to manufacture centrifuges whose only possible purpose is to enrich uranium **U-235**. **When** the IAEA inspectors came around, they were able to read and photograph the labels on all the equipment, which neither the European manufacturers nor the Iranians had bothered to remove. It remains to be seen if any consequences will ensue.

Still, in spite of all the industrial assistance it received, it is not clear that the Iranian nuclear organization can manufacture centrifuge cascades of sufficient magnitude, efficiency, and reliability. **There** are many talented engineers among the Iranian exiles in the United States and elsewhere in the world, but perhaps not so many in Iran itself. Besides, demanding technological efforts require not just individual talents but well-organized laboratories and industrial facilities.

Organization is indeed Iran's weakest point, with weighty consequences: after a century of oil drilling, for example, the state oil company still cannot drill exploratory wells without foreign assistance. In another example, even though the **U.S.** embargo was imposed almost **25** years ago, local industry cannot reverse-engineer spare parts of adequate quality for **U.S.**-made aircraft, which must therefore remain grounded or fly at great peril—there have been many crashes. Similarly, after more than sixty years of experience with oil refining at Abadan, existing capacity still cannot be increased without the aid of foreign engineering contractors, while the building of new refineries with local talent alone is

deemed quite impossible. Iran must import one third of the gasoline it consumes because it cannot be refined at home.

VIII

In sum, there is no need to bomb Iran's nuclear installations ~~at~~ this time. The regime certainly cannot produce nuclear weapons in less than three years, and may not be able to do so even then because of the many technical difficulties not yet overcome.

To this it might be objected that the nuclear program clearly has priority over everything else, and receives funding in huge amounts. That is true enough. Although there ~~are~~ no reliable expenditure numbers for Iran's nuclear program, there is no need of numbers to establish its sheer magnitude. ~~When~~ the secret installations and activities revealed in

August 2002 ~~are~~ added to those already publicly known, the total is impressive. It includes the Saghand ore-processing plant and uranium mine, the Tehran nuclear research center with its (very old) U.S.-supplied 5-megawatt research reactor, the nuclear technology center at Isphahan with four small Chinese-supplied research reactors, the Isphahan zirconium-production plant, the Bonab atomic-energy research center, the Anarak nuclear-waste storage site near Yazd, the Ardekan nuclear fuel plant, the shuttered Lashkar Ab'ad laser isotope separation plant, the Parchim, Lavizan II, and Chalous development facilities that eluded inspection, the Yazd radiation processing center, and finally the four largest and most important installations: the Bushehr reactor, the Isphahan uranium-hexafluoride conversion plant, the heavy-water and plutonium reactor and separation plant at Arak near the Kara-Chai River, some 150 miles south of Tehran, and the huge Natanz centrifuge complex between Isphahan and Kashan (at 33°43'24.43" N, 51°43'37.55"E, in case any friendly pilot should ask).

The ~~last-named~~ facility contains more than two dozen separate buildings within a perimeter of 4.7 miles, but of greatest interest ~~are~~ the two huge underground halls of 250,000 square feet each. Built with walls ~~six~~ feet thick and supposedly protected by two concrete roofs with sand and rocks in between — impressive to contemplate even if no dice against today's penetrating munitions — these halls are large enough to hold ~~as~~ many centrifuges ~~as~~ the Iranians could possibly want to make any number of uranium bombs or for that matter to fuel many reactors, always assuming of course that they can successfully manufacture, assemble, and operate centrifuge cascades.

That they can indeed do so is what Iranian spokesmen themselves now claim, and none more emphatically than Ahmadinejad, who insists that

his countrymen have already mastered all the required processes and techniques. But is he right? He does possess a Ph.D. in engineering—won, however, in a special program for Pasdaran veterans and in the field of urban traffic management rather than nuclear engineering. What undermines confidence in Ahmadinejad's opinion is his rather expansive way with the facts, including **his** repeated assertion that the centrifuge technology was developed by **Iranians in Iran** and is "the proud achievement of the Iranian nation"—somehow overlooking the 99.99 percent of it that was purchased **from** A.Q. Khan.

Ahmadinejad aside, even casual observers must wonder how the world knows so much, in such exceptional detail, about Iran's once secret nuclear program, certainly **as** compared with what it knows of North Korea's program or what it knew of Iraq's at any point in time. Moreover, only a fraction of what it knows about the installations and processes at Arak, Isphahan, Natanz, and all the other places was uncovered by the much-advertised inspections of the IAEA; the recent Nobel Peace Prize won by its director Mohamed ElBaradei must have been a reward for effort rather than achievement. Satellite photography, too, is only part of the explanation, because one needs to know exactly where to look before it can be useful.

The conclusion is inescapable that among the scientists, engineers, and managers engaged in Iran's nuclear program—most of whom no doubt hold the same opinion of their rulers **as** do almost all educated Iranians—there are some who feel and act upon a higher loyalty to humanity than to the nationalism that the regime has discredited. Iran's regime, extremist but not totalitarian, does not and cannot control the movement of people and communications in and out of the country **as** North Korea does almost completely, and **as** Iraq did in lesser degree.

IX

Because of the continuing flow of detailed and timely information out of Iran, it is possible both to overcome the regime's attempts at dispersion, camouflage, and deception and—if that should become necessary—to target air strikes accurately enough to delay Iran's manufacture of nuclear weapons very considerably. At the same time, there is no reason to attack prematurely, because there will be ample time to do so before it is too late—that is, before enough fissile material **has** been produced for one bomb.

And that brings us back to the beginning. What gives great significance to the factor of time is the advanced stage of the regime's degeneration. High oil prices and the handouts they fund now help to sustain the regime—but then it **might** last even without them, simply because of the

power of any dictatorship undefeated in war. There is thus no indication that the regime will fall before it **acquires** nuclear weapons. **Yet**, because there is still time, it is not irresponsible to hope that it will.

By the same token, however, it is irresponsible to argue for coexistence with a future nuclear-armed Iran on the basis of a **shared** faith in mutual deterrence. How indeed could deterrence work against those who believe in the return of the twelfth imam and the end of life on **earth**, and who additionally believe that this redeemer may be forced to reveal himself by provoking a nuclear catastrophe?

But it is not necessary to raise such questions in order to reject coexistence with a nuclear Iran under its present leaders. As of now, in early 2006, with American and allied ground and air forces deployed on both sides of Iran in Afghanistan and Iraq, with powerful **U.S.** naval forces at sea to its **south**, with their own armed forces in shambles and **no** nuclear weapons, the rulers of Iran **are** openly financing, arming, training, and inciting anti-American terrorist organizations and militias at large. Under very thin cover, they are doing the same thing within neighboring Iraq, where they pursue a logic of their own by helping Sunni insurgents who kill Shiites, **as well as** rival Shiite militias that fight one another.

If this is what Iran's extremist rulers are doing now even without the shield of nuclear weapons to protect **them**, what would they do if they had it? Even more aggression is the only reasonable answer, beginning with the subversion of the Arabian oil dynasties, where very conveniently there **are** Shiite minorities to be mobilized.

These, then, are the clear boundaries of prudent action in response to Iran's vast, costly, and most dangerous nuclear program. No premature and therefore unnecessary attack is warranted while there is still time to wait in assured safety for a better solution. But also and equally, Iran under its present rulers cannot **be** allowed finally to **acquire** nuclear weapons — for these would not guarantee stability by mutual deterrence but would instead threaten us with uncontrollable perils.

EDWARD N. LUTTWAK *is senior adviser at the Center for Strategic and International Studies in Washington, D.C. and the author most recently of* Strategy: The Logic of War and Peace *(Harvard University Press).*

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~~FOUO~~

May 02, 2006

TO: The Honorable Joshua B. Bolten
FROM: Donald Rumsfeld *DM*
SUBJECT: Wrestling ~~HALL~~ of Fame in Oklahoma

I ~~am~~ told the President will be giving the commencement address at Oklahoma State University on May 6. Apparently, the Wrestling Hall of Fame building is right ~~across~~ the parking lot. The people there think it would be terrific if the President walked ~~across~~ the street and ~~walked~~ through the Wrestling Hall of Fame building. Dennis Hastert, Steve Friedman, Don Rumsfeld, and ~~others~~ are inductees in the Distinguished ~~Americans~~ section.

A contact point if anyone is interested is Lee Roy Smith, Executive Director of the Wrestling Hall of Fame, (b)(6) [redacted] Joe Henson, (b)(6) [redacted]

There is a big wrestling community in the United States, and that would be a way for ~~him~~ to connect to it with a very minimal commitment ~~of~~ time.

Thanks.

DHR:dh
050206-05

.....

OSD 07138-06



51212006 6 17 52 PM

~~FOUO~~

11-L-0559/OSD/57383

DOJ 104

2 MAY 06



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



INFO MEMO

May 2, 2006, 10:31 AM

FOR: SECRETARY OF DEFENSE

FROM: David S. C. Chu, USD (P&R)

SUBJECT: Thrift Savings Plan -SNOWFLAKE (Tab A)

- On November 30, 2005, you requested an update from the Services on their plan to better communicate the benefits of the Thrift Savings Plan program to their members.
- A summary of the Service positions at that time is at Tab B.
- The Assistant Secretaries (Manpower and Reserve Affairs) and the Senior Enlisted Advisors were all briefed on the Thrift Savings Plan and its significant savings potential in March 2006.
- In April 2006, the Army implemented a pilot program for matching Thrift Savings Plan contributions of new recruits under a provision of the National Defense Authorization Act for Fiscal Year 2006.
- On June 1, 2006, the Services will provide you the first semi-annual report you requested on their efforts to use the Thrift Savings Plan as a recruiting and retention tool.

COORDINATIONS: NA

Attachments:

As stated

Prepared By: LTC Janet Fenton, USA, (b)(6)



11-L-0559/OSD/57384

OSD 07139-06



5/3/2006 6:48:07 AM

TAB

A

~~FOUO~~

November 29, 2005

TO: Fran Harvey
Michael Wynne
GEN Pete Schoomaker
Gen Mike Moseley
GEN Mike Hagee

CC **Dino** Aviles
ADM Mike Mullen
David Chu
Gordon England

FROM Donald Rumsfeld



SUBJECT Thrift Savings **Plan**

Attached is some material on the Thrift Savings **Plan** figures. It is clear the Navy **has** worked the program and been successful. It seems **the** Army, **Air** Force and **Marine Corps** may have not done so.

The Thrift Savings **Plan** is an enormous Benefit. It ought to be of significant interest and attraction to the people you are trying to recruit and retain.

Please tell me **what** you **are** doing to get **your** Service to do a better job in communicating the Thrift Savings Plan program.

In addition I would like a **report** every **six months**, **beginning** June 1, **2006**, on progress or **the** lack **thereof**.

Thanks.

Attach: 8/10/05 SecDef memo to USD P&R, 10/13/05 USD P&R memo to SecDef

11-L-0559/OSD/57386

05023959-05

TAB

B



UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



INFO MEMO

705 1 1 11:54

October 13, 2005

PERSONNEL AND
READINESS

FOR: SECRETARY OF DEFENSE

DEPSEC _____

FROM: David S. C. Chu, L.S., *Chu 19 Nov 05*
SUBJECT: *Thrift Savings Plan* (TSP) Figures - SNOWFLAKE (Tab A)
T: Thrift Savings I

- All of the Services agree that additional and continuous education regarding the benefits of the Thrift Savings Plan is necessary.
- The Navy and Marine Corps are the only Services that specifically target recruits and new inductees with information on the TSP.
- Newly accessed Navy recruits receive 1.5 hours of instruction and information on the TSP and its benefits. Their participation rates illustrate the success of this method.
 - o Over **40 percent** of the active Navy force participates in TSP. Participation rate for active duty in the other services is: Army 18 percent; ~~Air~~ Force 27 percent, Marine Corps 28 percent.
 - o Forty-eight percent of Navy and 30 percent of Marine Corps junior enlisted participate in TSP compared to 6 percent in the Army and 13 percent in the Air Force.
 - o Sixty percent of Navy company grade officers participate in TSP compared to 34 percent of Army, 47 percent Marine Corps, and 54 percent ~~of~~ Air Force.
- The Navy incorporates TSP information in its traveling Career symposia, which goes to ships and installation town hall meetings worldwide.
- The Marine Corps includes TSP information to all applicants in its recruiting material on financial security. Army is developing a marketing plan for inclusion in their recruiting campaign.
- All Services are committed to increasing awareness and information regarding TSP to the force and recruits. We will ensure this occurs by working with the Military Department Assistant Secretaries for Manpower and Reserve Affairs.

Attachment:

As stated

Prepared By: LTC Janet Fenton, USA (JAG Corps), OUSD(P&R), (b)(6)



OSD 22746-05

11-L-0559/OSD/57388

~~FOUO~~

March 06, 2006

TO: David Chu

FROM: Donald Rumsfeld *DR.*

SUBJECT: People in Billets for Too Long

I just learned that Brigadier General Richard Hassan, the Director of the Air Force Senior Leadership Management Office who was relieved of duty last year for misconduct and demoted to Colonel, had been in his job for eight years. That is a formula for disaster. I can't imagine that we allow that.

How can something like that happen?

How many others are there in the various services or elsewhere where that is the case?

DHR,dh
030606-26

.....
Please Respond By 03/30/06

~~FOUO~~

11-L-0559/OSD/57389

OSD 07140-06



5/3/2006 6:55:53 AM



UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

INFO MEMO

PERSONNEL AND
READINESS

May 2, 2006 - 2:30 p.m.

FOR: SECRETARY OF DEFENSE

FROM: DR. DAVID S. C. CHU (P&R) *David S. C. Chu*

SUBJECT: Long-Serving General/Flag Officers — SNOWFLAKE (TAB A)

- We have reviewed the assignment history of all General/Flag Officers serving in the same command for over 4 years; a *summary* is provided at TAB B.
- Many assignments provide desirable stability and experience:
 - LTG Sharp Director, Joint Staff, J5, J8
 - LTG Vines CG XVII AB Corps
 - RADM Hamilton Program Executive Officer for Ships
- Other General/Flag Officer billets primarily involve staff or technical specialties when extended assignments are almost unavoidable and occur more often:
 - MG Hicks Chief/Deputy of Chaplains
 - MG Wright Asst JAG
 - MG Roudebush Deputy Surgeon General
- I recommend that we automatically review any assignment of more than five years, and bring forward these cases for your consideration.

Prepared by: Stephen M. Wellock (b)(6)



11-L-0559/OSD/57390

OSD 07140-06



5/3/2006 6:55:40 AM

TAB

A

~~FOUO~~

March 06, 2006

TO: David Chu

FROM: Donald Rumsfeld *D.A.*

SUBJECT: People in Billets for Too Long

I just learned that Brigadier General Richard Hassan, the Director of the Air Force Senior Leadership Management Office who was relieved of duty last year for misconduct and demoted to Colonel, had been in his job for eight years. That is a formula for disaster. I can't imagine that we allow that.

How can something like that happen?

How many others are there in the various services or elsewhere where that is the case?

DHR:dh
030606-26

.....
Please Respond By 03/30/06

~~FOUO~~

11-L-0559/OSD/57392

OSD 07140-06



5/3/2006 6:55:53 AM

TAB

B

General/Flag Officers
Assigned to Same Billet/Command
Over Four Years

RADM	Eisold, John F.	USN	Attending Physician to Cc 121	Dec-94
			CG, USA Communications-Electronics Cmd and Ft Monmouth/Program XO, Cmd, Control, and Communications (Tactical) Ft Monmouth; Program XO, Cmd, Control and Communications; Dep for Sys Acq, USA Communications-Electronics Cmd and Ft Monmouth; Asst Program XO, Cmd, Control and Communications Sys/Dir, Whitfill Central Technical Support Facility, Program	Jun 04; Jun Jul 99; Mar 99;
MG	Mazzucchi, Michael R.	USA	Exe Cfc Cmd, Control and Communications Sys; Project Mgt, MILSTAR (Army), Program Exe Cfc, Cmd, Control and Communications Sys	Jun 96; Jun 95
			Dean of the Academic Board, USMA; Professor and Head Dept of Law, USMC (COL); SJA, USMA (COL)	Jul 05; Jul 99; Aug 98
DG	Finnegan, Patrick	USA		Jul 03;
MG	Hicks, David H.	USA	Chief of Chaplains, US Army; Dep Chief of Chaplains, US Army	Jun 99
LTG	Sinn, Jerry L.	USA	Dir, Army Budget Office, OASA (FM&C); Military Dep for Budget, OASA (FM&C) (Projected Retirement)	Jun 99; Jul 03
Maj Gen (S)	Webber, Richard E.		AF Space Command	Jun-99
			CcS, XVIII Airborne Corps and Ft Bragg; CoS, Multi-National Corps-Iraq and OPERATION IRAQI FREEDOM, (COL/BG); COS XVII Airborne Corps and Ft Bragg and OPERATION IRAQI FREEDOM, (COL); CoS, 82d Airborne Div and OPERATION IRAQI FREEDOM, (COL); Cdr, 3d BDE, 82d Airborne Div and Cdr, TASK FORCE PANTHER, OPERATION ENDURING FREEDOM, Afghanistan (COL); G-3, 82d Airborne Div, Ft Bragg (LTC)	Jan 06; Jan 05; Jun 04; Jul 03; Jun 01; Aug 99
BG	Huggins, James L.	USA	Program Executive Officer for Ships; Deputy Program Executive Officer for Ships	Nov 99- May 03
RADM	Hamilton, Charles S. II	USN		
LT Gen	Johnson, Charles L. II	USAF	AF Materiel Command (Eking considered for another 601 position)	Apr-00
LTG	Clark, Robert T.	USA	CG, Fifth US Army, DCG, Fifth US Army	Jul 00; Dec 03
Gen	Magnus, Robert	USMC	HQMC	Jul-00
			CG, XVIII AB Corps and Ft Bragg; CG, Multi-National Corps-Iraq, OPERATIONS IRAQI FREEDOM; CG, XVII AB Corps and Ft Bragg; CG, Combined JTF-180, OPERATION ENDURING FREEDOM, Afghanistan (MG/LTG); CG, Coalition Task Force 82, OPERATION ENDURING FREEDOM, Afghanistan (BG/MG) (Approved Retirement 1 Feb 07)	Aug 03; Feb 03; Oct 03; Aug 03; Aug 00
LTG	Vines, John R.	USA	Joint Program Executive Officer for Chemical and Biological Defense (COL/BG)	May-01 Oct 03;
BG	Reeves, Stephen V.	USA		
MG	Ryder, Donald J.	USA	PM/CG, US Army CIC; CG, USA CIC	May 01
			CIO/Army G-6; Dir, Info Ops, Networks & Space, OCIO/Army G-6 (Projected Retirement)	Jun 01; Jul 03
LTG	Boutelle, Steven W.	USA		
LTG	Lennox, William J.	USA	Superintendent, USMA (Approved Retirement 1 Jul 06)	Jul-01
			Dir, Mil Pers Mgmt, Army G-1, (BG/MG); Spec Asst, CG TRADOC; Dir EPMD, USTAPC/3rd Pers Cmd/AC, Coalition Forces Land Component Command OPERATIONS IRAQI FREEDOM (COL/BG); Dir EPMD, USTAPC; XO	Oct 03; Jul 03; Jan 03; Jul 01
MG	Byrne, Sean J.	USA	DCSPER	

Prepare by: Cheryl Black, (b)(6)
5/2/2006

11-L-0559/OSD/57394

General/Flag Officers
Assigned to Same Billet/Command
Over Four Years

VADM	Lippert, Keith W.	USN	Director, Defense Logistics Agency (Approved Retirement 1 Sep 06)	Jul-01
Maj Gen	Roudebush, James G.	USAF	Deputy Surgeon General	Jul-01
			Asst JAG US Army; Asst JAG for Mil Law and Ops, US Army; Cdr, US Army Legal Services Agency/Chief Judge (BG); Spec Asst to TJAG, US Army Legal Services Agency	Oct 05; Jul 03; Oct 01; Jul 01
MG	Wright, Daniel V.	USA		
BGen	Sandkuhler, Kevin M.	USMC	SJA to CMC/HQMC	Aug-01
Lt Gen	Gabreski, Terry L.	USAF	AF Materiel Command	Sep-01
Maj Gen	Peck, Allen G.	USAE	Air Combat Command	Sep-01
Gen	Pace, Peter	USMC	JCS	Oct-01
				Nov 01;
LTG	Sharp, Walter L.	USA	DJS; Dir Stratic Plans and Policy, J-5, JS; Vice Dir for Force Structure, Resources and Assessment J8, JS	Mar 03; Aug 05
RADM	Enewold, Steven L.	USN	Director for Joint Strike Fighter, OSD; Deputy Director for Joint Strike Fighter, OSD	Jan 02 - Jun 04
BG	Izzo, Paul S.	USA	CG, Picatinny Arsenal/ Program XO, Ammunition, Picatinny Arsenal; Program XO, Ammunition Picatinny Arsenal	May 04; Jan 02
Brig Gen	Kilpatrick, Russell J.	USAF	Command Surgeon	Jan-02
Lt Gen	Taylor, George P., Jr.	USAF	HQ USAF (Approved Retirement 1 Oct 06)	Jan-02
Maj Gen	Reimer, Jeffrey R.	USAF	AF Materiel Command	Feb-02
Maj Gen (S)	Dunlap, Charles J., Jr.	USAF	Staff Judge Advocate	Mar-02
Maj Gen	Rives, Jack L.	USAF	HQ USAF	Mar-02
LTG	Helmly, James R.	USA	Chief, Army Reserve Command (will take a 2-star billet)	May-02
Lt Gen	Kelly, Christopher A.	USAF	Air Mobility Command	Jul-02

Notes (1) LTG Helmly is scheduled to depart his position in May 06 - Four-year term, by law
(2) Officer has deployed and returned to home station.

Prepare by: Cheryl Black, (b)(6)
5/2/2006

11-L-0559/OSD/57395



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

ACTION MEMO

May 3, 2006, 11:00AM

DepSecDef Action _____

FOR SECRETARY OF DEFENSE

FROM David S. C. Chu, USD (P&R)

SUBJECT: Retention of Senior Military – SNOWFLAKE (attached)

- Congress rejected our requests for FY03, FY04, and FY06 to extend age and tenure limits for general/flag officers, to increase flexibility in managing general/flag officers, and to increase the retirement pay cap for those serving extended careers.
- We succeeded in FY04 raising the maximum age for officer commissioning from 35 to 42.
- For FY07, we requested career longevity initiatives consistent with your direction and the recommendations of the Defense Advisory Committee on Military Compensation. We will closely monitor each proposal through the legislative cycle. The initiatives include:
 - Increasing the mandatory retirement age for general and flag officers from 62 to 64, waivable to 66.
 - Establishing a new pay table that covers service to 40 years.
 - Removing the 75% retired pay multiplier cap for extended careers.
 - Raising the pay cap for general and flag officers from Executive Level III to Executive Level II.

RECOMMENDATION: To accelerate the socialization of the shift toward greater tenure, I recommend you give a major speech that advocates your ideas. If you agree, we will prepare a draft. In addition, I will send a memo on your behalf to the Secretaries of the Military Departments asking they analyze and recast general/flag officer tour lengths and report for your review.

SECRETARY OF DEFENSE DECISION:

DL Approved MAY 8 2006

Disapproved

Attachment:
As stated

Prepared by: Major Olivo, OUSD (P&R), (b)(6)

MA SD	5/4	SMA DSD	
TSA SD	12/2	SA DSD	
EXEC SEC	15/3	17/10	5/4 07
ESR MA	25/2	SFT DIF	

OSD 07212-08



5/3/2006 2:59:46 PM



11-L-0559/OSD/57396

13
800

210

3 May 06

28 Oct 05

~~FOUO~~

JAN 05 2006

TO: Steve Bucci
CC: Cathy Mainardi
FROM: Donald Rumsfeld *DR*
SUBJECT: Japanese MOD Visit Request

JAPAN

I would like to meet with the Japanese MOD. My first choice would be to have breakfast with him and delay my departure to Belize, if that is possible. If that is not possible, the second alternative would be to see him from 4:00-5:00 pm on January 16, and then I could play squash after that. I do not want to host a dinner.

==

Thanks.

Attach 1/4/06 Memo from Dr. Bucci re: Japanese MOD

DHR:ls
010406-13

.....
Please Respond By January 10, 2006

5 JAN 06

OSD 07214-06



5/3/2006 15:51 PM

[Signature]

~~FOUO~~

11-L-0559/OSD/57398

4 January, 2006

Memorandum for the Secretary of Defense

Subject: Japanese MOD visit request

Sir,

The new Japanese MOD is coming to town, and wants to meet with you. He is constrained due to the requirement to get back in time for the new Diet-session on 20 Jan. It will be several months before he would be able to travel again.

You depart at 7:30 am on Tuesday, 17 Jan for the Latin America trip. Policy offered the possibility of doing a breakfast on the 17th before you depart. I do not think that is workable due to the early departure.

The other possibility is to meet with them late on Monday the 16th, perhaps as a working dinner. Monday 16 Jan is a holiday, MLK Day.

I recommend you decline the meeting at this time and ask the Deputy or AMB Edelman to host the MOD

Decline Visit _____ (pass to DSD / Edelman)

Set breakfast on 17 Jan, adjust trip time _____

Set working dinner on 16 Jan _____

V/R, Dr. B

SPB

11-L-0559/OSD/57399

01/04/06]:01 PM

Monday 16 January 2006 - SA

Martin Luther King Birthday - Federal Holiday - Office Closed

@ SM

8:35am-9:20 (T) NSC Meeting, Situation Room re: TBD (P)

11-L-0559/OSD/57400

01/04/06, 1:01 PM

Tuesday 17 January 2006 - SA

6:30am Depart Kalorama

6:55am Arrive Andrews AFB

7:00am Depart for *TDY*

2:30pm-4:00 (T) *PC Meeting, Situation Room re: TBD (P)*
(ET)

2005 DEC 23 PM 1:47

A/DepSecDef _____

USD(P) ~~4~~ DEC 22 2005

I-05/016554-AP

ES-4926

SCHED ULING PROPOSAL FOR SECRETARY OF DEFENSE

MEMORANDUM FOR (b)(6) **THE CONFIDENTIAL ASSISTANT
TO THE SECRETARY OF DEFENSE**

THROUGH: PROTOCOL *QEL*

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) *WR*

PURPOSE: Schedule Meeting with Japan's Minister of State for Defense Nukaga

DESCRIPTION:

- Japan's new Minister of State for Defense, **Fukushiro NUKAGA**, proposes to visit Washington to meet with you before the new Diet session begins on January **20**. Once the Diet session begins, he will be unable to travel for several months.
- Your schedule and Minister Nukaga's do not mesh well in January. The only potential window is Tuesday January 17 before your departure for overseas travel.
 - Nukaga is not available the previous week due to travel to the UK and Russia.
- Nukaga is the key Government of Japan (GOJ) official for implementation of our posture realignment initiatives. A meeting with him at this time would reinforce agreed U.S.-GOJ positions on key issues where he must secure local cooperation by March.
- We propose that instead of a formal meeting you offer to host a small (perhaps 4 on 4) breakfast on the 17th before departing on your travel.
 - Failing that, we could explore a working dinner on the Monday 16th (a holiday).

RECOMMENDATION: Host a meeting for Japanese Minister of State for Defense Nukaga.

REVIEW OF EVENTS: SecDef host working breakfast, (4 on 4 plus interpreters) at a site TBD.

~~FOR OFFICIAL USE ONLY~~

PARTICIPANTS: (U) SecDef, DUSD Lawless + 2; Minister Nukaga + 3; plus interpreters.

SECDEF DECISION:

Host Breakfast on the 17th: Att - I leave too early - we can delay my departure I'd do it.

Host Dinner on the 16th: No

Decline to meet at this time: _____

Other: _____

RESPONSE DEADLINE: Tuesday, January 3, 2006

RELATIONSHIP HISTORY: Minister Nukaga spoke at the reception you hosted for Diet members in May 2005. You have also met annually with several defense-focused delegations that he has led to Washington.

PDASD/ISA Tdy

DUSD/AP 7/11/05 for info

PDIR/AP 7/11/05 for info

Prepared by: ISA/AP Japan Team, (b)(6)

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/57403



UNDERSECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

ACTION MEMO

PERSONNEL AND
READINESS

May 3, 2006, 4:00 PM

DepSecDef Action _____

340

FOR SECRETARY OF DEFENSE,

FROM: David S. C. Chu, USD(P&R)

David S. C. Chu 3 May 06

SUBJECT: Recognizing and Recruiting Hispanics – SNOWFLAKES (attached)

- We are actively engaged in outreach to Hispanic organizations:
 - League of United Latin American Citizens (LULAC)
 - Hispanic Association of Colleges and Universities (HACU)
 - National Association of Hispanic Federal Executives
 - U.S. Hispanic Leadership Conference
- Additionally we have connected with major professional societies: Society of Hispanic Professional Engineers, National Society of Hispanic MBA, Mexican American Engineer Society, and Hispanic Engineer Achievement and Awards Corporation.
- ~~Our~~ outreach programs are tailored to the membership and needs of the organizations. They normally include an annual DoD sponsored event to recognize the contributions of the organization and Hispanic members of the Department. We have also shifted focus to hold these events outside the "beltway", to target high interest areas like San Antonio, San Diego, and Los Angeles.
- Military and civilian recruiting materials have been developed and disseminated in Spanish and targeted to the Hispanic market.
- We are also hosting job and career fairs focused on military and civilian opportunities in the DoD, and career seminars for youth members

3 May 06

RECOMMENDATION That you participate in a future event to recognize the outstanding contributions of Hispanics in the Department. If you agree, we will prepare options for your consideration.

SECRETARY OF DEFENSE DECISION:

Approved _____

Disapproved _____

Attachment: As stated

Prepared by: Mr Clarence Johnson, OUSD (P&R), (b)(6)



11-L-0559/OSD/57404

OSD 07231-06



5/3/2006 6:01:15 PM

4 Apr 06

~~FOUO~~

April 04, 2006

TO: Dorrance Smith

CC: ~~Larry~~ Di Rita
David Chu

FROM Donald Rumsfeld *D.R.*

SUBJECT: Recognizing and Recruiting Hispanics

I want to fashion some program where we can do more to highlight Hispanics who serve in the military, to get more Hispanics in the military and on the civilian side of the Department, and to recognize their contributions -- they are significant.

Thanks.

DHR:dh
040406-18

.....
Please Respond By 05/04/06

~~FOUO~~

11-L-0559/OSD/57405

~~FOUO~~

April 04,2006

TO: Dorrance Smith

CC: ~~Larry~~ Di Rita
David Chu

FROM: Donald Rumsfeld

D.R.

SUBJECT: Recognizing and Recruiting Hispanics

I want to fashion some program where we can do more to highlight Hispanics who serve in the military, to get more Hispanics in the military and on the civilian side of the Department, and to recognize their contributions -- they are significant.

Thanks.

DHR:db
040406-18

Please Respond By 05/04/06

~~FOUO~~

11-L-0559/OSD/57406

OSD 07231-06



_5/3/2006 6 00 43 PM

FOUO

January 10, 2006

TO: David Chu

CC: Robert Rangel

FROM: Donald Rumsfeld *DR.*

SUBJECT: Letter regarding Safety

Shouldn't I send a letter out to a certain number of people about safety?

Thanks.

DIR:s
011006-14

Please Respond By 01/25/06

FOUO

11-L-0559/OSD/57407

OSD 07232-06



5/3/2006 6:04:30 PM



UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

INFO MEMO

PERSONNEL AND
READINESS

May 3, 2006, 4:00pm

FOR: SECRETARY OF DEFENSE

FROM: **Dr.** David S. C. Chu, USD (Personnel and Readiness)

David S. C. Chu
2 May 2006

SUBJECT: Our Mishap Reduction effort – SNOWFLAKE

- I believe you will have the greatest impact if you include thoughts on safety in your remarks at the Senior Defense Leadership Conference this month.
- We are working with Public Affairs on a “summer safety message” for the summer driving season. You should see this message in the next week.
- Our safety efforts are paying off. DoD now leads the Federal government in reducing workers’ compensation costs, and we have reduced several of our injury and accident rates but we still have a considerable way to go before we meet our goals.
- The Military Departments are fully engaged and have a number of initiatives underway. I expect to see further reductions in our accident rates over the next two years as a direct result of this effort. Some of our more promising initiatives include:
 - Promulgating OSHA’s Voluntary Protection Program (VPP). This program fosters excellence in safety and health management systems with a comprehensive worksite analysis and proactive hazard prevention program.
 - Funding parachute ankle braces, reducing ankle injuries by 40-60% at the Army’s airborne school. Now being expanded to operational units.
 - Using our hospital data to target military injuries and prevention efforts.
 - Leveraging technology (e.g., such as using data from aircraft flight recorders to debrief pilots, maintainers, and commanders on aircraft performance and safety).
 - Expanding the use of HMMWV roll-over trainers to build confidence in escaping a roll-over situation.

RECOMMENDATION. None, Info only.

Prepared by: Joseph J. Angello, Jr., Director, Readiness Programming & Assessment

11-L-0555/OSD/57408



OSD 07232-06



5/3/2006 6:05 36 PM

~~FOUO~~

January 10, 2006

TO: David Chu

CC: Robert Rangel

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Letter regarding Safety

Shouldn't I send a letter out to a certain number of people about safety?

Thanks.

DHR:ss
011006-14

.....
Please Respond By 01/25/06

~~FOUO~~

11-L-0559/OSD/57409



PERSONNEL AND
READINESS

UNDERSECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000
ACTION MEMO



May 3, 2006, 11:00AM

DepSecDef Action _____

FOR: SECRETARY OF DEFENSE

FROM: David S. C. Chu, USD(P&R)

David S. C. Chu
3 May 06

SUBJECT: Service Academies / Board of Visitors & Tenure of Faculties –
SNOWFLAKES (TAB A)

- We succeeded in changing the law, permitting Superintendents to move to another assignment as part of the FY 05 Defense Authorization. You are the decision authority.
- Academy Boards of Visitors composition is set in law and includes the Chairmen of the SASC and HASC (or designees), other Senators and Representatives designated by the leadership, and other individuals designated by the President. We should revisit the membership as attendance has been problematic.
- The Boards of Visitors **are** subject to the Federal Advisory Committee Act (FACA) and meetings are public, with exceptions for classified and investigatory matters. This is problematic and we should seek an exception for academic purposes to permit the Boards to discuss additional matters in closed sessions.
- Guidelines of the American Association of University Professors stipulate a period not to exceed seven years before tenure is considered. Military colleges, such as VMI and Texas A&M follow these guidelines for their civilian faculty.
- United States Naval Academy (USNA) offers its civilian faculty tenure opportunities after six years. The United States Military Academy (USMA) and the United States Air Force Academy (USAF A) do not offer tenure to civilian faculty. Other military universities and schools, such as the National Defense University and the Army War College do not have a tenure system.

RECOMMENDATION: That you permit me to develop and socialize alternative proposals for Board of Visitors membership and exceptions to FACA rules for your consideration as part of our FY08 legislative proposals.

SECRETARY OF DEFENSE DECISION:

_____ Approved

_____ Disapproved

Attachment:
As stated

Prepared by: LTC John Jessup, OUSD(P&R) (b)(6)

11-L-0559/OSD/57410

OSD 07233-08



5/3/2006 6 24 01 PM

352 Academies

3 May 06

1 Feb 06

~~FOUO~~

February 01, 2006

TO: David Chu

CC: Gordon England

FROM: Donald Rumsfeld

DA.

SUBJECT: Service Academies

Did we get the "rule" *changed* that at one time required whoever was a

NEAR 05

① Superintendent at a Service Academy to be in their final assignment? If not, let's get that done this year.

② Also, what are the current rules on ~~boards of visitors~~ at the Academies? Who

④ ③ appoints them? Are all their deliberations public? Is that something we should look at changing legislatively?

Thanks.

DHR:as
020106-05

.....
Please Respond By 02/28/06

NDAA on both?

MHP

~~FOUO~~

11-L-0559/OSD/57411

JUL 11 2005

~~FOUO~~

JUL 11 2005

TO: David Chu

FROM: Donald Rumsfeld 

SUBJECT Tenure at Military Educational Institutions and Boards of Visitors

Why don't we review the issue of tenure at military colleges, universities and schools?

Why don't we also take a look at all the Boards of Visitors, and see if we can improve them and make an appropriate arrangement for the future?

We also may want to seek an exception under FACA, so Board meetings don't have to be open and turn into circuses.

Thanks.

DER:dh
070805-05

Please Respond By 08/18/05

USD	PDUSD
RA	HA
PI	Readiness
MPP	CPP
PLANS	MC&FP
CCO	

~~FOUO~~

11-L-0559/OSD/57412