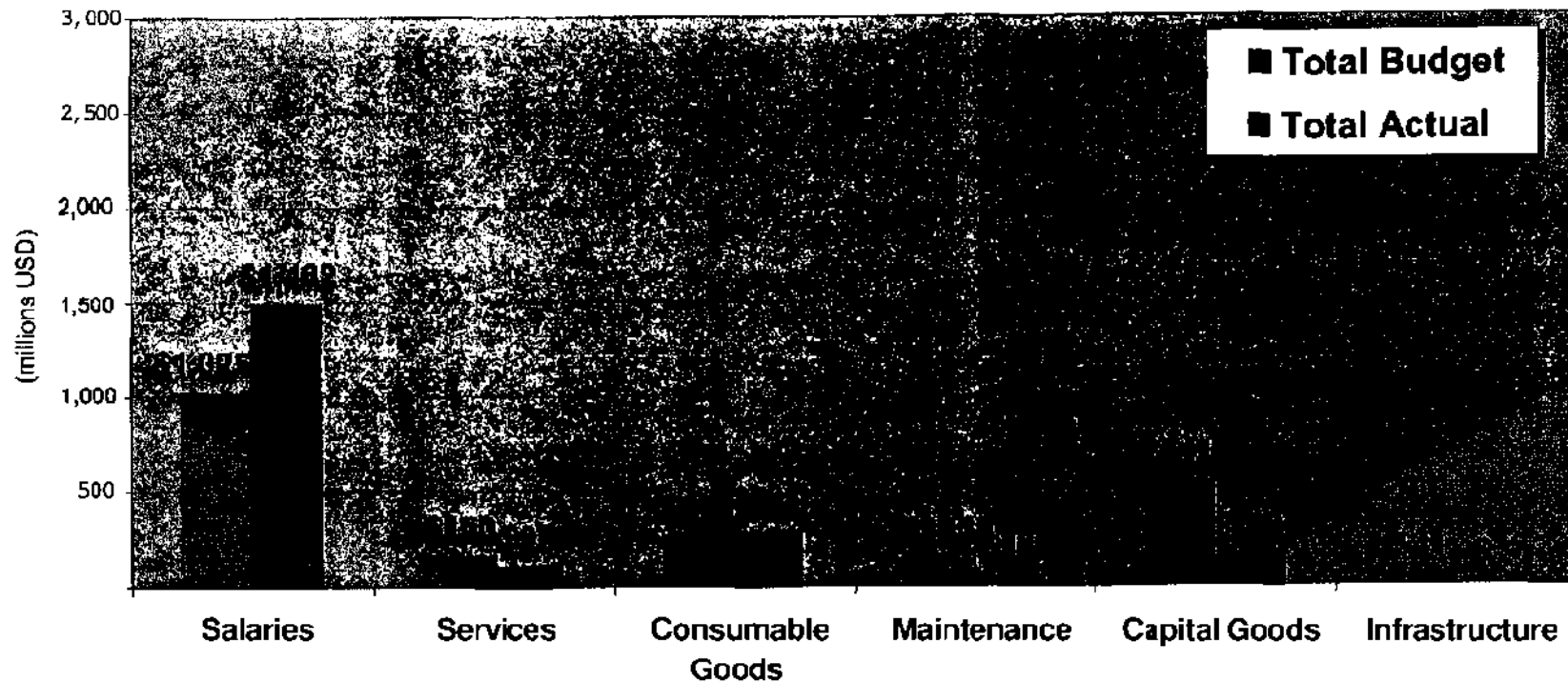




Where they spend their money

2005



~~FOR OFFICIAL USE ONLY~~

Policy Coordination Sheet

Subject: Budgets for Afghanistan and Iraq (U)

I-Number: 06/010787-NESA

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
USDP	Mr. Eric S. Edelman	
PDASD ISA	Ms. Mary Beth Long	<u>LEAVE</u>
DUSD/NESA	Mr. Mark T. Kimmitt	<u>Information Copy Provided</u> <i>Mark Kimmitt 9/20</i>
Acting Dir NESA /SA	Mr. John Kreul	<u>JK 9/21</u>
Director, NESA/NG	Mr. John Trigilio	<u>J Trigilio 9/21/06</u>
Special Assistant	Mr. Abe Shulsky	<u>A Shulsky 9/21/06</u>
DRSO	Ms. Laura Foster	<u>Approved by email on</u> <u>September 20, 2006</u>
Joint Staff/J-5	LtCol Joaquin Malavet	<u>Approved by email on</u> <u>September 20, 2006</u>
Treasury	Mr. Andy Baukol	<u>Information Copy Provided</u>

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/59914

~~FOUO~~

September 22, 2006

IRAA

TO Robert Wilkie
FROM Donald Rumsfeld
SUBJECT IG Report to Senator Reid

You ought to think about how to get the IG Report to Senator Harry Reid.


Thanks.

DHR:as
SF092206-18

.....
Please Respond By October 03, 2006

aaSep06

11-L-0559/OSD/59915

OSD 15410-06

9/29/2006 5:15:01 PM

~~FOUO~~

September 22, 2006

TO: Robert Wilkie
FROM: Donald Rumsfeld
SUBJECT IG Report to Senator Reid

You ought to *think* about how to get the IG Report to Senator ~~Harry~~ Reid.

Thanks.

DHR:lm
SF092206-18

.....
Please Respond By October 03, 2006

September 29, 2006

Sir -

*I have provided an electronic copy of
the IG Report on CPA hiring practices
to Senator Reid. My letter to him is attached.*

Robert L. Wilkie

~~FOUO~~

11-L-0559/OSD/59916



OSD 15410-08

9/29/2006 5:15:21 PM

22A0

29 SEP 06

22 SEP 06



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

SEP 22 2006

The Honorable Harry Reid
Democratic Leader
United States Senate
S-221 Capitol
Washington, D.C. 20510

Dear **Mr.** Leader:

Thank you for your letter on the hiring practices of the former Coalition Provision Authority (CPA). You will be pleased to **know** that the Special Inspector General for Iraq issued a report on the hiring practices of the CPA in January 2006.

The Department of Defense (DoD) implemented the recommendation of **that** report by establishing a military commission office to better coordinate and integrate the stability and reconstruction efforts of the State Department into DoD operations.

I **am** pleased to provide you with the link for that report:

http://www.sigir.mil/reports/pdf/lessons_learned_feb16.pdf

Sincerely,

Robert L. Wilkie
Acting Assistant Secretary of Defense
(Legislative Affairs)

11-L-0559/OSD/59917

~~FOUO~~

September 22, 2006

TO Dorrance Smith

FROM: Donald Rumsfeld

PA.

SUBJECT Television Ads

Please let me know who is paying for these television ads by retired General Buck
Bedard.

Thanks.

DHR:ss
SF092206-06

.....
Please Respond By 10/03/06

~~FOUO~~

11-L-0559/OSD/59918



000.77

225006

Prowess For America and (Ret.) Lt. Gen. Buck Bedard:

BACKGROUND: Progress for America, Inc. ("PFA") is an issue advocacy/grassroots organization committed to representing a diverse coalition of concerned citizens, businesses, nonprofit organizations and community leaders who promote public policies that improve the lives of every American. It's a nonprofit 501(c)(4). PFA promotes nonpartisan, conservative policies that improve the quality of life for the American people.

PFA Leadership: PFA was founded by Tony Feather. Feather began his "campaign career over 25 years ago and has since worked in the campaigns of many Republican elected officials. He has served as Executive Director of the Missouri Republican Party, and was appointed by former Republican National Committee Chairman Haley Barbour to be his Midwest Regional Coordinator, overseeing nine Mid-western states. As the Midwest Coordinator, [Feather] was responsible for design and implementation of telephone and mail voter contact programs."

Television ads: In Sept., PFA produced four television advertisements supportive of President Bush's leadership and the dangers of terrorists. Previously, the group ran ads supportive of tax relief and Social Security reform.

Retired Lt. Gen. Emil "Buck" Bedard: On Sept. 19, 2006, PFA announced a television ad featuring "Lieutenant General Emil R. "Buck" Bedard (Ret.), a three-star general that was stationed in the Pentagon on 9-11 is the voice in the ad, and calls these attacks "cold-blooded murders." The ad is airing on national cable and broadcast television in Missouri. During his 37 years in active duty, Gen. Bedard remembers the terror attacks that predate 9-11, including the Israeli 1972 Olympic Team murdered in Munich, the 1979 Iran Hostage Crisis, Marines killed by radical Islamists in Beirut, Americans killed in Nairobi, and the bombing of the USS Cole. "Americans think the War on Terror is something new," says Gen. Bedard, and, "they're wrong." In the ad Gen. Bedard also warns, "These people want to kill us because we are Americans."

Bedard In the Media: Bedard does very little media. He is on several corporate boards, including the Mobilisa wireless and mobile company, and occasionally does speaking engagements, mostly at university commencements.

Top PFA contributors: Univision owner Jerry Perenchio donated "\$4 million... to a group called Progress for America, which runs slick ads supporting the war in Iraq." (*Houston Chronicle*, 9/28/06)

Overall fundraising: "The Progress for America Voter Fund, which raised **\$45 million in 2004** and ran ads supportive of Mr. Bush, received only \$25 in contributions during the first half of 2006." (The New York Sun, 9/15/06)

Recommendation: We reach out to Gen. Bedard and ask if he is interested in being part of an outreach/surrogate operation.

United States Marine Corps (Ret.)

Lieutenant General

Emil R. Bedard

Last Position Filled Deputy Commandant for Plans,
Policies, and Operations



Effective 1 December, 2003, Lieutenant General Emil R. "Buck" Bedard retired with over 37 years of active duty service.

General Bedard graduated from the University of North Dakota in 1967. In addition to holding a M.S. degree, General Bedard's formal military education includes the U.S. Army Advanced Infantry Course in 1973, Armed Forces Staff College in 1980, and Army War College in 1986.

General Bedard was commissioned a second lieutenant on December 1, 1967, and designated an infantry officer. While a lieutenant he served as a rifle platoon commander and company executive officer with 2d Battalion, 27th Marines and 3d Battalion, 3d Marines in the Republic of Vietnam. Subsequently, he was ordered to Quantico, Virginia, where he served as Commander and Staff Officer with Schools Demonstrations Troops.

As a captain he was assigned to the U.S. Army Intelligence School as an instructor and served as a company commander in the 3d Marine Division, Okinawa, Japan. He was also the Marine Officer Instructor on the NROTC Staff at Vanderbilt University and a platoon and company commander at the Marine Corps Officer Candidate School, Quantico, Virginia.

As a major he served as Logistics Officer, 7th Marines and Executive Officer, 3rd Battalion, 7th Marines.

Promoted to lieutenant colonel, he served as Assistant Operations Officer, I Marine Amphibious Force, G-3 and Pacific Plans Officer, G-5. Assigned to NATO in Holland, he served in the Central Region operations division in charge of reinforcement operations of allied forces to Central Europe.

Upon promotion to colonel he was reassigned to Twentynine Palms, California, where he directed the Combined Arms Exercise Program at the Marine Corps Air Ground Combat Center. He became Assistant G-3 for Operations for the 7th Marine Expeditionary Brigade and the 1st Marine Expeditionary Force during Operations Desert Shield and Desert Storm. From May 1991 through June 1993, he commanded the 7th Marine Regiment, which deployed to Somalia in December 1992. In July 1993, he was assigned as the Assistant Division Commander for the 1st Marine Division, Camp Pendleton, California. In October 1993, he was assigned as J-3 Operations Officer, Joint Task Force, Somalia.

In June 1994, he was advanced to brigadier general and was assigned as the President, Marine Corps University/Commanding General, Marine Corps Schools, Marine Corps Combat Development Command, Quantico, Virginia. He was assigned as the Deputy Commander, Marine Forces Pacific, Camp H.M. Smith, Hawaii in June 1995. Assuming command of 2d Marine Division in July 1997, General Bedard was promoted to major general on September 1, 1997. He relinquished command of 2d Marine Division in June 1999 and assumed command of II Marine Expeditionary Force in July 1999. On June 29, 2000, General Bedard relinquished command of II Marine Expeditionary Force.

On 25 July, 2000 he was advanced to lieutenant general and assumed the duties as the Deputy Commandant for Plans, Policies, and Operations, Headquarters, U.S. Marine Corps, Washington, D.C.

His awards and decorations include the Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (with gold star in lieu of 2d award), Bronze Star (with Combat V), Defense Meritorious Service Medal, Meritorious Service Medal, Air Medal with 18 Strike/Flight awards, Navy and Marine Corps Commendation Medal (with Combat V and 2 gold stars in lieu of subsequent awards), Army Commendation Medal, Navy and Marine Corps Achievement Medal and the Combat Action Ribbon.

(Revised Dec 4, 2003)

FOUO

September 30, 2006

TO: [REDACTED]
CC: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Ambassador Neumann

AFGHANISTAN

Attached is an article that discusses US Ambassador Ron Neumann's comments quoted in *Der Spiegel*. This article ran on the eve of the Bundestag vote on Afghanistan.

Needless to say, it is notably **unhelpful** in our efforts to get our allies in NATO to do more.

Attach. Rennie, David. "Europe Must Not **Turn Coward** in Afghanistan, Says US Envoy," *Telegraph*, 9/29/06

DHR:dlh
SF093006-07

.....

308E P06

FOUO

11-L-0559/OSD/59922

OSD 15432-06



10/2/2006 10:23:13 AM

Europe must not turn coward in Afghanistan, says US envoy

By David Rennie in Brussels

(Filed: 29/09/2006)

The American ambassador to Kabul has accused European members of Nato of jeopardising the future of the alliance by refusing to send troops to Afghanistan, or banning their forces from entering areas with heavy fighting.

* Ronald Neumann, who has survived two attempts on his life this year, said European nations must not turn "coward" and "run away" from fighting terrorism in Afghanistan.

*// In an interview with the German magazine Der Spiegel, Mr Neumann said some Europeans "obviously resist the idea that you have an army in order to fight. And I have very little patience for that".

The ambassador spoke as defence ministers from the 26-nation Nato alliance came under unprecedented pressure at a meeting in Slovenia to provide more troops to the multi-national force trying to prop up the authority of the Afghan government amid a resurgence of Taliban activity.

Last night the ministers agreed a major expansion of Nato's mission into the volatile east of Afghanistan — but their agreement owed nothing to European willingness to offer more troops. Instead, ministers simply agreed to place some 12,000 mostly US forces, already in the region, under Nato command.



Nato's expansion into the east of Afghanistan will place British officer Lt Gen David Richards in command of many US troops

The move will place US troops in eastern Afghanistan under the command of a British officer, Lt Gen David Richards — the largest number to be under foreign command since the Second World War.

In Germany the lower house of parliament voted by a large margin to extend the peacekeeping mandate of the 2,750 German troops serving with Nato for a further year.

The German foreign minister, Frank-Walter Steinmeier, told the Bundestag that Nato had no choice but to stay. "Afghanistan is only lost if we give it up," he said.

Des Browne, Britain's Defence Secretary, praised Poland for rushing forward the deployment of 900 troops to Nato's International Security Assistance Force (ISAF), but said he would be urging other nations to think about doing more.

"Allies must step up to the plate to meet our collective commitment to support the government and people of Afghanistan," he said.

However, even as Mr Browne headed for Slovenia, Spanish officials briefed the Madrid press that their government — in conjunction with France, Germany and Belgium — had seen off a request from the military commander of Nato, Gen James Jones, to mobilise ground forces from the

"Eurocorps" — a rapid reaction force made up of troops from several European nations.

- Spanish sources told El Pais newspaper that the four European nations had told Gen Jones the rapid reaction force was for unforeseen emergencies, and not for propping up an existing mission.

Spain's Socialist government also refused to send more troops, or to move any of its 750 armed forces now in western Afghanistan to the south, where British, Canadian and Dutch forces have been pounded by enemy attacks.

Mr Neumann criticised the "caveats" placed on forces from Germany, Norway, Belgium and other nations — variously keeping them away from the south, away from heavy combat zones, or forbidding them from going out at night.

He said: "If you can't fight in the place that produced al-Qa'eda and September 11 and a series of terrorist attacks in Europe, what is the point?"

fpress@telegraph.co.uk

Information appearing on telegraph.co.uk is the copyright of Telegraph Group Limited and must not be reproduced in any medium without licence. For the full copyright statement see Copyright

~~FOUO~~

SEP 07 2006

TO Robert Rangel
FROM Donald Rumsfeld *DR*
SUBJECT: Response Drafted to Chigos Letter

Please have an ~~answer~~ drafted for me to the attached letter from Commodore David Chigos.

Thanks.

Attach. 8/18/06 Chigos ltr to SD

DHR:db
SF090506-01

Please Respond By September 14, 2006

~~FOUO~~

OSD 15483-06



10/3/2006 9:40:25 AM

11-L-0559/OSD/59925

001.1 SD

7 Sep 06

18 Sep 06

THE PRESIDENT
EXECUTIVE

18 Aug 06

Mr. Secretary,

"I thank you for doing a great job!
Remember the "Civil War" lasted 50 years...
and we won! Yours winning in Iraq-

(2) Being a former Naval Aviator
you know our Navy is well run by
naval professionals.




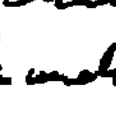

131 On Feb 10, 2007, the USS Midway DDG-101
will be Commissioned in Miami. It would
be nice if you, CWO, G.B., Ted O & his daughter
son would honor this day by ^{their} presence.
I think this Midway is the 4th ship named
in honor of "Pete" when newly Midway. W.R.

7 Sept 06

Mr. Secretary,

We know you get lots of
"Get Well" cards but we want you
to know our family really
appreciates what your service has
done for our Nation during wartime!

From where we sit, all of
your detractors are people with
little international experience or
with a jailed past of their own!

Hang in there! Many "clean
thinkers"      understand
what is going on in DoD.

Thinking of you and hoping you
feel better with each new day!

(b)(6)

(b)(6)

David, (b)(6)

(b)(6)

10/3/2006 9:37:52 AM

OSD 15483-06



A GET WELL WISH FOR YOU

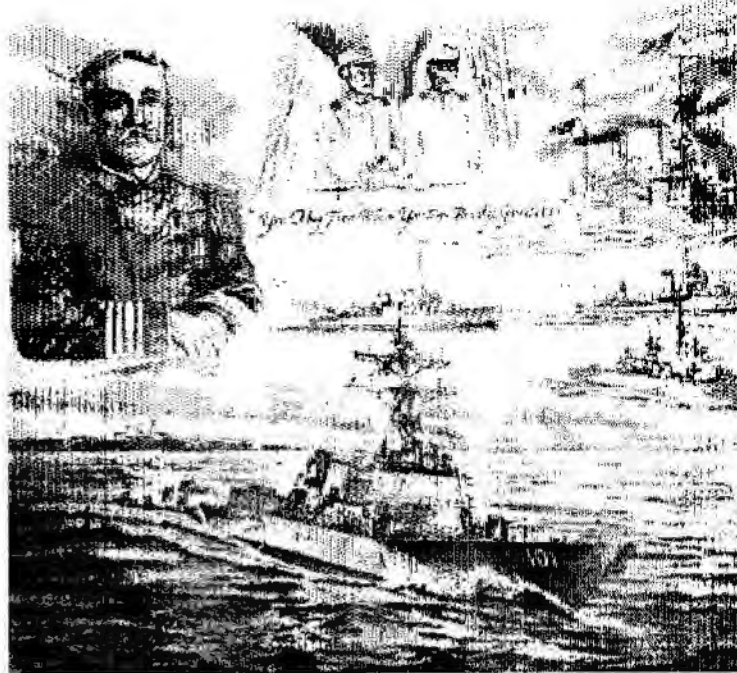
This is an official U.S. Navy website approved and released by our Commanding Officer.

[Sign In](#)

Navigation

- Chain of Command
- * Mission
- Vision
- * Our Core Values
- Orders to Gridley
- About the Ship
- * Ship's Namesake
- * Ship's Crest
- * History
- Previous Hulls
- Construction
- * AEGIS Lightoff
- Transfer
- Floatoff
- * Christening
- * Sea Trials
- * Ombudsman
- * Contact us
- Disbursing FAQ
- GRIDLEY Commissioning

PCU GRIDLEY (DDG101)
 590 Washington St.
 Bath, ME 04530
 Comm: (207) 611-1111



Welcome to USS GRIDLEY (DDG101), the 51st Arleigh Burke class destroyer, and the 4th ship to bear the name.

Named after Captain Charles Gridley, recipient of the Navy Cross for his famous command, "You may fire when you are ready, Gridley" at the Battle of Manila Bay on 1 May 1898. GRIDLEY's keel was laid 30 July 2004 at Bath Iron Works, Bath, Maine. After commissioning in February 2007, GRIDLEY will join the U.S. Navy Fleet. **NOTE:** The above drawing was kindly provided by Peter Hsu; he does the Christening of every naval vessel with a similar drawing.



Home

"The appearance of external hyperlinks does not constitute endorsement by the United State of Defense, the United States Department of the Navy or USS GRIDLEY of the linked web site information, products or services contained therein. For other than authorized activities such exchanges and Morale, Welfare and Recreation (MWR) sites, the United States Department of the Navy or USS GRIDLEY do not exercise any editorial control over the inform find at these locations. Such links are provided consistent with the stated purpose of this DoI

!!!!!!UNDER CONSTRUCTION!!!!!!



USS GRIDLEY (DDG 101) COMMISSIONING

DATE : 10 FEBRUARY 2007

LOCATION : PORT OF MIAMI; MIAMI, FL



HOTEL
INFORMATION
THINGS TO DO IN MIAMI

WEBSITES OF
INTEREST
UPCOMING EVENTS

POC : LT TYREE CLARK,
WEPS@GRIDLEY.NAVY.MIL

(b)(6)

CDMCM ERIC EMERY,
CMC@GRIDLEY.NAVY.MIL

(b)(6)



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 2 2006

Dr. David Chigos

(b)(6)

Dear Dr. Chigos,

I received your recent letter. Thanks so much for your support. I deeply appreciate it.

I also appreciate your suggestion that I attend the commissioning of USS GRIDLEY at the Port of Miami on February 10th of 2007. I will look into the possibility.

With my best wishes,

Sincerely,

001.1 SD

2 Oct 06

18 Sep 06

11-L-0559/OSD/59931

OSD 15483-06



10/2/2006 4:31:40 PM

~~FOUO~~

June 27, 2006

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

FROM Donald Rumsfeld

D.R.

SUBJECT: Follow-on Tours for Embeds

Pete Schoomaker raised concerns about the fact that US embeds in the Iraqi Security Forces may come back and end up in units that ~~are~~ then deployed to Iraq. It strikes me that, with a modest amount of attention and management, we ought to be able to avoid having them go into units that could then be deployed to Iraq, unless they volunteer to do so.

That suggests to me that we ought to develop a system now, so we know where the people who completed their year as embeds ~~are~~ going to go, namely to units that ~~are~~ not likely to be deployed in the period ahead.

After you and Fran Harvey have fashioned such a system, sometime in the next 30 days, please come back and brief me on it, and relieve me of the concern Pete Schoomaker raised.

Thanks.

DHR:dh
SF061706-11

Please Respond By 07/27/06

~~FOUO~~

OSD 15485-06



10/2/2006 1:53:49 PM

11-L-0559/OSD/59932

614-2971

200.4

20 JUN 06



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

INFO MEMO



September 22, 2006

FOR: SECRETARY OF DEFENSE

FROM: DAVID S. C. CHU (USD P&R)

SUBJECT: Follow-on Tours for Embeds (Snowflake — Attached, Tab A)

The Army has improved its systems for ensuring that dwell time is broken for an active-duty soldier only when there is truly an urgent need.

The Army has had a dwell policy in place for several years that requires approval by the first General Officer in the chain of command to break a soldier's dwell time. With the advent of the assignment of Soldiers directly to transition teams, the first General Officer in charge of all enlisted or officer assignments now approves all reassignment actions which involve a break in dwell time.

The Army has modified personnel records to track dwell time.

Moreover, in April of this year we changed transition team assignments so they are considered permanent changes of station. This will enhance the ability to track soldiers on return, and assist in the protection of dwell time.

A final step is needed for those assigned as Individual Augmentees. These are now typically temporary duty assignments, which means that their dwell time is more difficult to manage. I will work with the Chairman and the Military Departments to change their status.

COORDINATION: Tab B

Attachments:
As stated

cc: General Pace
General Schoomaker

Prepared by: Stephen M. Wellock (b)(6)



11-L-0559/OSD/59933

OSD 15485-06



10/2/2006 1:54:18 PM

200.4

22 SEP 06

27 JUN 06

TAB A

~~FOUO~~

June 27, 2006

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

FROM: Donald Rumsfeld *DR*

SUBJECT: Follow-on Tours for Embeds

Pete Schoomaker raised concerns about the fact that US embeds in the Iraqi Security Forces may come back and end up in units that are then deployed to Iraq. It strikes me that, with a modest amount of attention and management, we ought to be able to avoid having them go into units that could then be deployed to Iraq, unless they volunteer to do so.

That suggests to me that we *ought* to develop a system now, so we know where the people who completed their year as embeds are going to go, namely to units that are not likely to be deployed in the period ahead.

After you and Fran *Harvey* have fashioned such a system, sometime in the next 30 days, please come back and brief me on it, and relieve me of the concern Pete Schoomaker raised.

Thanks.

DHR:dh
SF062706-11

.....
Please Respond By 07/27/06

~~FOUO~~

11-L-0559/OSD/59935

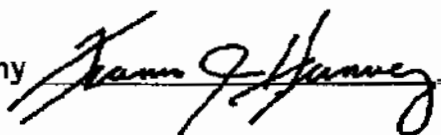
614-2971

TAB B

COORDINATION PAGE

Follow-on Tours for Embeds (Snowflake)

Secretary of the Army

 29 SEP 2006

~~FOUO~~

OCT 02 2006

TO: Torie Clarke
FROM: Donald Rumsfeld



Rick Kisting passed along your call. Thanks for the nice thought. It is quite a time! We could sure use you.

Best,

DHR:dh
100106-17 (travel computer) dhr

~~FOUO~~

11-L-0559/OSD/59938

OSD 15502-06



10/2/2006 3:57:27 PM

33550

200100

~~FOUO~~

July 20, 2006

TO: David Chu
CC: Gen Pete Pace
Eric Edelman
Steve Cambone

FROM: Donald Rumsfeld

PA.

SUBJECT: Security Clearances for Those with High-Level Language Skills

This memo worries me. It sounds like we are engaged in a circular process.

I would like the four of you to get together and come back to me with a proposal that will move the ball down the field.

Thanks.

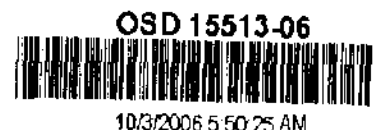
Attach. 7/17/06 USD(P&R) memo to SD re: Security Clearances and High-Level Language Skills (OSD 11179-06)

D:\Hill.doc
SP072006-07

.....
Please Respond By 09/14/06

~~FOUO~~

11-L-0559/OSD/59939





OFFICE OF THE SECRETARY OF DEFENSE

1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000



MEMORANDUM FOR THE UNDER SECRETARY OF DEFENSE

(PERSONNEL AND READINESS) PDUSD (P&R) *MM*

FROM: DEPUTY UNDER SECRETARY OF DEFENSE (PLANS)

SUBJECT: Security Clearances and High-Level Language Skills

- The attached memorandum (TAB 1) responds to the Secretary's Snowflake on this subject. It was developed in coordination with the Defense Personnel Security Research Center (PERSEREC) and has been coordinated with USD(T).

Prepared by: Mrs. Gail McGinn, DUSD (Plans), gailmcginn@osd.mil

(b)(6)

FEDERAL RECYCLING PROGRAM



PRINTED ON RECYCLED PAPER

001607-060

11-L-0559/OSD/59940



UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D C 20301 4000



INFO MEMO

PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: David S. C. Chu, UNDER SECRETARY OF DEFENSE (P&R)

SUBJECT: Security Clearances and High-Level Language Skills (TAB A)

- United States security clearances generally require: 1) U.S. citizenship and 2) that any foreign attachments be examined and evaluated by a trained adjudicator.
- Native speakers may have relatives, friends, investments, or property in their native country or other foreign countries. These are defined as potential risk factors requiring additional time and resources in the background investigation and adjudication process. Delays may last up to 18-24 months.
- Tension also occurs when a U. S. citizen has lived abroad and acquired foreign friends and associates. This affects the timeliness of our hiring of participants in the National Security Education Program. This government program funds students to study culture and language abroad in return for a commitment to federal service.
- Possible solutions to these issues include:
 - o A Limited Access Authorization process, granting access to limited operational information based on a streamlined process.
 - o Processing National Security Education Program award recipients for clearance when the fellowship is awarded rather than waiting for later government appointment. Current policy is that one must have a particular position in a government organization before this process is engaged. Granting clearances before a government appointment would require a change to policy in the Executive Order.
 - o I will also engage the Personnel Security and Research Center as a source of additional ideas.

COORDINATION: USD(I); Mr. Robert Andrews

Attachment:
As stated

Prepared by: Mrs. Gail McGinn, DUSD (P&R), gail.mcginn@osd.mil (b)(6)



11-L-0559/OSD/59941

OSD 11179-06



10/2/2006 6:27:11 PM

Map 15, 2006

TO: David Chu

FROM: Donald Rumsfeld *DR*

SUBJECT: Security Clearances and High-Level Language Skills

I would like to better understand the *tension* between high-level language skills and *securing security* clearances.

Do our security assumptions need to be challenged in light of current global conditions?


Thanks.

DHR:dh
051306-18

Please Respond By 06/29/06

~~FOUO~~

11-L-0559/OSD/59942

OSD 11179-06

10/2/2006 6:26:13 PM



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



INFO
~~ACTION~~ MEMO

September 26, 2006, 4:00 PM

FOR: SECRETARY OF DEFENSE

FROM: David S. C. Chu, UNDER SECRETARY OF DEFENSE (P&R)

SUBJECT: *David S. C. Chu & Delet*
Security Clearances for Those with High-Level Language Skills

- You asked us to come back to you with a plan to move the ball down the field – resolve the security clearance issues that keep the Department from hiring individuals with much needed high-level language skills (Tab A).
- Our plan, detailed in the attached information paper, targets the most potent talent pools: 1) U.S. citizens participating in DoD education programs; and 2) U.S. citizens of heritage communities applying for DoD positions with language requirements.
- The major actions in the short-term plan require us to revise the Adjudicator Desktop Reference; train adjudicators and enable them to consult with cultural experts during the adjudication process; and scrub both Intelligence and non-Intelligence positions for valid language and clearance level requirements. In this way we can flag these positions for expedited hiring and clearance processing.
- The long-term plan requires us to partner with the Office of Personnel Management and Central Adjudicating Facilities to identify ways to modify the Office of Personnel Management's investigation questions to expedite the follow-on adjudication process; establish Central Adjudicating Facilities teams to handle our two priority populations; and identify entry level positions in which to place graduates of DoD-sanctioned education programs toward the goal of developing a career path.
- We have already initiated actions and will keep you apprised of our progress.

RECOMMENDATION: None, information only.

COORDINATION: OSD (I); OSD Policy; JCS (Tab B)

Attachment: As stated

Prepared by Dr. Susan Kelly, OSD(P&R), (b)(6) susan.kelly@osd.mil



11-L-0559/OSD/59943

OSD 15513-06



10/3/2006 5:50:15 AM

INFORMATION PAPER

ON

ACTIONS TO ACQUIRE HIGH PROFICIENCY LANGUAGE SKILLS

Background: The inability to have individuals with high proficiency language skills hired due to security clearance adjudication standards has surfaced in several forums:

- The Defense Human Resources Board, chaired by Under Secretary Personnel and Readiness, and attended by the DoD and Service Under Secretaries, Vice Chiefs of the Services and Joint Staff, have discussed this issue during several meetings since 2003.
- In recent years, the National Security Education Program has been unable to place DoD grant recipients who have been immersed in foreign cultures (as part of their mandated course of studies) due to clearance standards under the foreign influence category.
- The struggle with meeting clearance standards has become so pervasive the Office of the Director of National Intelligence will convene in mid-October a Human Capital Security Summit to address this issue for the Intelligence community.

Issue: Two areas of security clearance adjudicative guidelines negatively impact DoD success in hiring persons with high language skills: foreign influence and foreign preference.

Short-term Actions:

- USD(Intelligence) will, by February 2007:
 - Meet with Office of the Director of National Intelligence Special Security Center staff to lay the ground work of our way ahead prior to the October Human Capital Security Summit;
 - Task the Personnel Security Research Center to revise the Adjudicator Desktop Reference (ADR) to include situations stemming from the Foreign Influence and Preference adjudicative guidelines that may apply to 1) U.S. citizens participating in DoD education programs; and 2) U.S. citizens of heritage communities applying for DoD positions with language requirements to include consulting with Intelligence and Warfighting Support;
 - Coordinate with Central Adjudication Facilities (CAFs) to ensure the adjudication staff receives subject matter expertise on the cultural backgrounds of heritage community applicants during the adjudication process;
 - Meet with the Joint CAF Board to apprise them of proposed initiatives;
 - Work with the Defense Security Service to develop training in the current DoD Adjudicator Training Course to capture changes made in the ADR,
 - Develop additional continuous evaluation monitoring for these individuals through automation efforts;
 - USD(Personnel and Readiness (P&R)) will notify students upon entering DoD sanctioned education programs that they may be subject to annual polygraph examinations;

Short-term Actions cont'd:

- Issue memorandum to Components and Defense Agencies advising them that:
 - High proficiency foreign languages are critical skills that DoD needs for accomplishment of missions;
 - Careful considerations need to be made about the relationships of the person and impact on DoD missions within the foreign preference and foreign influence adjudication guidelines;
 - We are expanding the ADR tool on foreign preference and foreign influence;
- Negotiate with the:
 - Office of Personnel Management (OPM) to establish coding to identify investigations for language designated group and to ensure they receive priority service;
 - CAFs to establish points of contacts/teams for reviewing these designated investigations on a priority basis;
 - CAFs to develop additional questions that can be used in the investigation process to identify mitigating factors for graduates of DoD sanctioned education programs and U.S. citizens of heritage communities with needed **skills**;
 - OPM to include these additional questions their investigators' handbook; and
- Engage the DoD Intelligence Components (senior language authority, functional managers and Human Resources staff) to verify all Intelligence civilian positions now coded for language, against the position description, validating and correcting as needed the language, proficiency level, and the minimum security clearance requirement.
- USD(P&R) (Civilian Personnel Policy) will, by January 2007:
 - Engage the DoD Components (senior language authority, functional managers and human resources staffs) to scrub all non-Intelligence civilian positions now coded for language to validate and correct as needed the language, proficiency level, and the minimum security clearance requirement;
 - Establish a process to identify coded language positions for "special handling" during the hiring and security clearance;
 - Work with Components to conduct a hiring pilot for a sample of language positions to develop and document an improved hiring process model;
 - Promulgate best practices from the hiring pilot;
 - Oversee hiring processes for these language coded positions to ensure effectiveness of the process.

Long-term Actions:

- USD(P&R) will by June 2007:
 - Work with the Components to identify term placement opportunities for National Security Education Program graduates.
- We will present our DoD proposals at the Office of the Director of National Intelligence Human Capital Security Summit.



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

FOUO

ACTION MEMO

September 29, 2006 5:00 PM

FOR SECRETARY OF DEFENSE

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

Robert H. Wilkie

SUBJECT: Follow-up with Sen. Santorum re: Willow Grove -- Snowflake #081006-22

- After a recent phone call you had with Sen. Santorum (R-PA), you relayed that he expressed concerns over the missions planned for Willow Grove following BRAC. Sen. Santorum would like a robust federal flying mission and ensure that the airfield remains federal property to preclude future commercial use.
- BRAC 2005 Results:
 - o The 111th Fighter Wing, currently stationed at Willow Grove, will have its A-IO aircraft and associated operations/maintenance manpower redistributed.
 - o PA ANG will maintain an enclave on Willow Grove, to be contiguous with a new Armed Forces Reserve Center (AFRC).
- The Air Force is currently considering three initiatives for the PA ANG as part of its Total Force Integration plan:
 - o Establishment of a Warfighting Headquarters Augmentation Unit at Willow Grove (proposed, pending approval of FY08 POM);
 - o Establishment of an Air Support Operations Squadron at Ft. Indiantown Gap (approved, FY08 POM);
 - o Strengthening the current RED HORSE (engineer) Squadron at Ft. Indiantown Gap (proposed).
- None of the three potential initiatives will bring a flying mission to Willow Grove, nor will they necessarily require the use of the Willow Grove airfield.

Recommendation: Call Sen. Santorum and explain that while we are still working final plans, the initiatives noted above are currently the only options under consideration.

SECDEF Decision:

Approve: _____
Disapprove: _____
Other: _____

OSD 15610-06



1014120068 12 10 AM

Prepared by: Andrew Kavaliunas, Special Assistant for Readiness, Installations and Environment

11-L-0000-(b)(6)-D/59946

326

2985P06

10 AUG 06

~~FOUO~~

August 10, 2006

TO Robert Wilkie

CC: Robert Rangel

FROM: Donald Rumsfeld

RA

SUBJECT: Follow-up with Senator Santorum re: Willow Grove

In the phone call I had with Rick Santorum on August 10, he said the missions being tossed out to Willow Grove are not very good, and he wondered if something could be beefed up.

Thanks,

DHR/LB
SP081006-22

~~FOUO~~

11-L-0559/OSD/59948



OSD 15610-06

10/4/2006 8:11:47 AM

326

10 04 06

~~FC 10~~

September 22, 2006

TO: Allison Barber

CC: Dorrance Smith

FROM: Donald Rumsfeld

D.R.

SUBJECT Joint Orientation Group

Please tell me when the next Joint Orientation Group is being pulled together.
There are a number of people I would like to put on it:

- Ray Forker **Evans**
- Ned Jannotta
- Jim Denny
- and others

Let's be sure the list is not filled up with her people. I don't want to be told I can only add one or two.

Thanks.

DHR:ss
SF092206-05

.....

Please Respond By 10/18/06

~~FC 10~~

11-L-0559/OSD/59949

OSD 15702-06



10/4/2006 5:59:43 PM

337500

22SEP06

~~FOUO~~

October 4, 2006

339720

TO: Secretary Donald Rumsfeld
CC: Dorrance Smith
FROM: Allison Barber *AB*
SUBJECT: Joint Civilian Orientation Conference

At your request, we invited the following individuals to participate in the upcoming Joint Civilian Orientation Conference (JCOC) 72 which will take place October 15-22, 2006 and is hosted by U.S. Central Command.

Mr. Jim Denny
Mr. Ned Janotta
Mr. Richard Stevens

Mr. Denny and Mr. Janotta were not available, but Mr. Stevens will be joining us. Mr. Janotta was also invited on JCOC 71 (April 2006), but was not available.

Per the Snowflake of September 22, 2006, we will make sure that the following individuals are invited for JCOC 73.

Mr. Jim Denny
Mr. Ned Janotta
Ms. Ray Forker Evans

The next JCOC trip is scheduled for the Spring of 2007. We will reach out to Ms. Delonnie Henry once the dates are confirmed to inquire about any additional invitations to be issued on your behalf for that trip.

Thank you.

22 SEP 06

11-L-0559/OSD/59950

OSD 15702-06



101412006 5 59 59 PM

~~FOUO~~

September 22, 2006

TO: Allison Barber

CC: Dorrance Smith

FROM: Donald Rumsfeld

D.A.

SUBJECT Joint Orientation Group

Please tell me when the next Joint Orientation Group is being pulled together.
There are a number of people I would like to put on it:

- Ray Forker Evans
- Ned Jannotta
- Jim Denny
- and others

Let's be sure the list is not filled up with her people. I don't want to be told I can only add one or two.

Thanks.

DHR:ss
SF092206-05

.....
Please Respond By 10/18/06

~~FOUO~~

11-L-0559/OSD/59951



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600
ACTION MEMO

DepSec Action
USD(P) *[Signature]* OCT 8 1 2006

[Signature] OCT 2 5 2006

Peter F. Verga
Principal Deputy

FOR SECRETARY OF DEFENSE

FROM: *re* Paul McHale, Assistant Secretary of Defense (Homeland Defense)

SUBJECT: **Draft** Response to Governor Jeb Bush's Letter

- You asked to see the reply to Governor Bush regarding a nationwide communications network (next under). The draft response is at TAB A.
- In his letter, Governor Bush advised Deputy Secretaries England and Jackson that:
 - Florida recently implemented an interoperable statewide radio system.
 - The United States needs a nationwide communications network that is interoperable across jurisdictions.
 - He appreciates DoD and DHS efforts "to develop requirements for build-out of approved satellite and ground based systems" in support of the Federal Communications Commission's Order FCC 05-204.
- The FCC Order reallocated 20 megahertz of spectrum in the 2 GHz mobile satellite service band to two providers, TMI Communications and ICO Satellite Services (TAB B). DoD and DHS are working to examine potential usage for the reallocated mobile satellite services bandwidth.
- The Defense Continuity and Crisis Management Office is leading the Department's efforts.
- Proposed "requirements for build-out" will support first responders operating during day-to-day and emergency operations.
- TerreStar™ (TMI spun off commercial satellite provider) proposed a network covering CONUS, Alaska, Hawaii, Canada, and Northern Mexico.
- The Defense Information Systems Agency established a Cooperative Research and Development Agreement (CRDA) with TerreStar™ to develop requirements for a satellite based communications system and explore enhanced contingency operations.

SF 101106-10

SD CA	<i>[Signature]</i>	DSD SA	
SD SMA	<i>[Signature]</i>	DSD SMA	
SD JIA	<i>[Signature]</i>	DSD MA	
JSA	<i>[Signature]</i>	DSD CA	
STP DIR	<i>[Signature]</i>		
ES	<i>[Signature]</i>		
ESR MA	<i>[Signature]</i>	ESD	

30-10-06 13:07 10

OSD 15713-08



11/1/2006 2:50:03 PM

0559/OSD/59952

413.77

25 Oct 06

22 Sep 06

RECOMMENDATION: Approve release of the proposed response at TAB A.

SecDef Action:

Approved Disapproved ☐

COORDINATION: TAB C NOV 3 2006

Prepared by: Don Bryan, OASD(HD)/DCCM, (b)(6)

TAB

A



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600
WASHINGTON, D.C.

The Honorable Jeb Bush
Governor of Florida
The Capitol
Tallahassee, Florida 32399-0001

Dear Governor Bush:

Thank you for your letter regarding the Department's efforts to develop requirements for approved satellite and ground based communications systems in support of the Federal Communications Commission's decision. State and local responders are the nation's first responders to any disaster. Therefore, their ability to interface with our nationwide communications systems is critical to ensuring a rapid response.

The Department of Defense will continue to work closely with the Department of Homeland Security in developing communications requirements. Recently, the Defense Information Systems Agency entered into a cooperative research and development agreement with a company offering an integrated satellite and cell tower-based system, the North American Emergency Response Communications Network. Although no single technology can resolve all nationwide communications system issues, emerging technologies hold great promise for creating interoperable and redundant solutions.

The Department of Defense will continue implementing communications capabilities to obtain situational awareness and enable decision-making in response to national security and emergency preparedness requirements. As this process goes forward, I welcome any additional comments regarding capabilities you would like to see in a nationwide communications network.

Sincerely,

Paul McHale

11-L-0559/OSD/59955

TAB B

Federal Communications Commission 05-204 Order dated 9 December 2005

- Modifies the spectrum reservations of TMI Communications and Company Limited Partnership (TMI) and ICO Satellite Services (ICO)
- Assigned, to each, a total of 20 megahertz of spectrum in the 2 GHz mobile satellite service (MSS) band, or 10 megahertz in the uplink band and 10 megahertz in the downlink band
- Modifications consistent with the Commission's authority with respect to licenses under Section 316 of the Communications Act
- Modifying these two spectrum reservations will facilitate ICO's and TMI's provision of public safety and rural broadband services, and allow them to compete effectively in the market for mobile telecommunications services to the benefit of U.S. consumers.

Florida's Statewide Law Enforcement Radio System (SLERS)

- Single, unified radio network that meets the radio voice communications needs of state law enforcement officers and agencies throughout the state of Florida.
- Unique public-private partnership between M/A-COM and the State of Florida to create a coordinated statewide 800 MHz communication system which enables local and regional public safety agencies to communicate on a single common network
- "Because of this unique private-public partnership arrangement, the state has saved more than \$600 million and due to the great work of M/A-COM and the other SLEW partners, we now have a statewide radio system that is the envy and marvel of the rest of the country," said Florida Governor Jeb Bush at an event in Miami held on July 14, 2006 announcing the completion of the SLERS voice system. "By providing a single system, Florida is able to provide law enforcement officers responding to an emergency with a more efficient means of communications and the ability to talk to one another in real time."
- SLERS accommodates more than 6,500 users with 14,000 radios in patrol cars, boats, motorcycles and aircraft wherever they are in the state. SLERS consists of an all-digital radio network covering 60,000 square miles (including 25 miles offshore).
- While other states use multiple methods and systems for public safety communication, Florida's law enforcement officers can now immediately contact every local and state agency through the SLERS system. This positions Florida at the forefront of emergency and disaster communications, creating a national model for innovative, statewide public safety communications technology and planning.
- This standardized communications system was tested successfully during the 2004 and 2005 hurricane seasons. Now all of Florida's public safety personnel will have access to the statewide system, providing quicker response time and increased communication before, during and after emergency situations.

TAB

C

POLICY COORDINATION SHEET

Subject: Draft Response to Governor Jeb Bush Letter
Control Number: SF 101106-10

Title/Organization	Name	Date
ASD(NII)	Mr. Meink	October 25,2006
OCC	Mr. Dell ' Orto	October 27,2006

~~FOUO~~

October 11, 2006

TO: Eric Edelman
CC: Robert Wilkie
FROM: Donald Rumsfeld *DR*
SUBJECT: Draft Response to Governor Jeb Bush letter

I would like to see the draft response to this letter from Governor Jeb Bush before it is sent.

Thanks.

Attache: 9/22/06 Governor Jeb Bush letter to SecDef

DHR:sa
SP101106-10

.....
Please Respond By October 24, 2006

NOV 02 2006

(b)
(6)
113

SNOWFLAKE RESPONSE ATTACHED

~~FOUO~~

11-L-0559/OSD/59960



JEB BUSH
GOVERNOR

STATE OF FLORIDA
Office of the Governor

THE CAPITOL
TALLAHASSEE, FLORIDA 32399-0001

www.flgov.com
850-487-7149
850-487-6001 fax

(b)(6)
(b)(1)

4

September 22, 2005

The Honorable Gordon R. England
Deputy Secretary of Defense
1010 Defense Pentagon
Washington, DC 20301-1000

*Tasked to the Under Secretary
for Policy to reply direct.*

The Honorable Michael P. Jackson
Deputy Secretary of Homeland Security
U.S. Department of Homeland Security
Washington, DC 20528

Dear Deputy Secretaries England and Jackson:

The ability of emergency responders to communicate during a disaster is vital to a successful response. This summer, Florida completed build-out of a fully interoperable statewide law enforcement radio system, which allows more than 6600 law enforcement and emergency responders from various state and local agencies to communicate and coordinate day-to-day operations as well as response during natural disasters.

It is essential to our national security, as well as state and local preparedness, that the U.S. establish a nationwide communications network that is interoperable across jurisdictions. A reliable nationwide communications network with sufficient infrastructure to accommodate the surge in usage during a crisis will allow responders to share accurate information so managers can make informed decisions about deploying necessary resources to save lives and alleviate the suffering of victims in the critical hours after a disaster.

Many different technologies, including the use of satellites, are a part of the answer. Developing an enterprise approach across the country can make these technologies affordable for state and local governments.

The State of Florida appreciates the collaborative efforts of your agencies to develop requirements for build-out of approved satellite and ground-based systems, in support of a December 9, 2005 decision by the Federal Communications Commission to expand the spectrum for such systems.

Thank you for your leadership in spearheading this effort.

Sincerely,

Jeb Bush

Jeb Bush



OSD 15713-05
10/5/2005 9:04:08 AM

11-L-0559/OSD/59961

~~FOUO~~

October 11, 2006

TO: Eric Edelman
CC: Robert Wilkie
FROM: Donald Rumsfeld *DR*
SUBJECT: Draft Response to Governor Jeb Bush letter

I would like to see the draft response to this letter from Governor Jeb Bush before it is sent,

'shanks.

Attach: 9/22/06 Governor Jeb Bush letter to SecDef

DHR:as
SFT01105-10

.....
Please Respond By October 24, 2006

~~FOUO~~

11-L-0559/OSD/59962

OSD 15713-06



11111200625146 PM

413.77

11 Oct 06

22 Sep 06



JEB BUSH
GOVERNOR

STATE OF FLORIDA
Office of the Governor

THE CAPITOL
TALLAHASSEE, FLORIDA 32399-0001

WWW.HKOV.COM
850-488-7146
860-487-0801 FAX

September 22, 2006

The Honorable Gordon R. England
Deputy Secretary of Defense
1010 Defense Pentagon
Washington, DC 20301-1000

The Honorable Michael P. Jackson
Deputy Secretary of Homeland Security
U.S. Department of Homeland Security
Washington, DC 20528

Dear Deputy Secretaries England and Jackson:

The ability of emergency responders to communicate during a disaster is vital to a successful response. This summer, Florida completed build-out of a fully interoperable statewide law enforcement radio system, which allows more than 6500 law enforcement and emergency responders from various state and local agencies to communicate and coordinate day-to-day operations as well as response during natural disasters.

It is essential to our national security, as well as state and local preparedness, that the U.S. establish a nationwide communications network that is interoperable across jurisdictions. A reliable nationwide communications network with sufficient infrastructure to accommodate the surge in usage during a crisis will allow responders to share accurate information so managers can make informed decisions about deploying necessary resources to save lives and alleviate the suffering of victims in the critical hours after a disaster.

Many different technologies, including the use of satellites, are a part of the answer. Developing an enterprise approach across the country can make these technologies affordable for state and local governments.

The State of Florida appreciates the collaborative efforts of your agencies to develop requirements for build-out of approved satellite and ground-based systems, in support of a December 9, 2005 decision by the Federal Communications Commission to expand the spectrum for such systems.

Thank you for your leadership in spearheading this effort.

Sincerely,

Jeb Bush



OSD 15713-06

10/5/2006 9:04:58 AM

11-L-0559/OSD/59963



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-26

NOV 7 2006

413.777

The Honorable Jeb Bush
Governor of Florida
The Capitol
Tallahassee, Florida 32399-0001

Dear Governor Bush:

Thank you for your letter regarding the Department's efforts to develop requirements for approved satellite and ground based communications systems in support of the Federal Communications Commission's decision. State and local responders are the nation's first responders to any disaster. Therefore, their ability to interface with our nationwide communications systems is critical to ensuring a rapid response.

The Department of Defense will continue to work closely with the Department of Homeland Security in developing communications requirements. Recently, the Defense Information Systems Agency entered into a cooperative research and development agreement with a company offering an integrated satellite and cell tower-based system, the North American Emergency Response Communications Network. Although no single technology can resolve all nationwide communications system issues, emerging technologies hold great promise for creating interoperable and redundant solutions.

The Department of Defense will continue implementing communications capabilities to obtain situational awareness and enable decision-making in response to national security and emergency preparedness requirements. As this process goes forward, I welcome any additional comments regarding capabilities you would like to see in a nationwide communications network.

Sincerely,

v/a

Peter F. Verga
Principal Deputy

(22 Sep 06)

R 15713-06

11-L-0559/OSD/59964

10/26 ✓
1130

10/27
1300



INTELLIGENCE

UNDER SECRETARY OF DEFENSE
5000 DEFENSE PENTAGON
WASHINGTON, DC 20301-5000

380.01

ACTION MEMO

FOR SECRETARY OF DEFENSE

FROM: UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE

SUBJECT: Response to Governor Ehrlich

Governor Ehrlich forwarded to you a letter from Staff Sergeant Matthew Hess, USA (Ret.) (Tab A) suggesting that medically discharged members of the military be allowed to retain their security clearances during convalescence.

- Per your request to see the response before it is sent (Tab C), I have attached my reply to Governor Ehrlich (Tab A).

RECOMMENDATION: ^{Sign} ~~Approve~~ the proposed response to Governor Ehrlich.

APPROVE 

DISAPPROVE _____

COORDINATION: TAB ^{OCT 30 2006} ~~B~~

Attachments:

As stated

Prepared by: Brandon B. Level, (b)(6)

SD CA	11/13/06	DSD SA	
SD SMA		DSD SMA	
SD MA	10/19/06	DSD MA	
ISA	10/20/06	DSD CA	
STF DIR			
ES	11/19/06		11/20/06 17:00
FSR MA	11/16/06	ESD	

OSD 15714-06

11-L-0559/OSD/59965

10/25/2006 6 09 21 PM

20 Oct 06

27 Sep 06

TAB A



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

OCT 30 2006

The Honorable Robert L. Ehrlich, Jr.
Governor of Maryland
State House
100 State Circle
Annapolis, Maryland 21401-1925

Dear Governor Ehrlich

Thank you for forwarding the suggestion from Staff Sergeant (SSG) Matthew Hess, United States Army (Ret.), that medically retired military personnel be allowed to retain security clearances during their recovery.

Presidential Executive Order 12968 provides that **an** individual's security clearance remains valid for 24 months from the date of discharge, break-in-service, or separation from civilian, military, or contractor service. This provision also applies to convalescing members.

We honor our service members' service, **personal** sacrifice, and the sacrifices of their family members. **The** Department remains committed to providing comprehensive transition assistance to those who have served this nation.



11-L-0559/OSD/59967

OSD 15714-06



10/30/2006 1:40:21 PM

TAB

B

COORDINATION ON RESPONSE TO GOVERNOR EHRLICH

OUSD(I)	H. Arvy Myers	19 Oct 06
CI&S (OGC)	Allison Lenge	19 Oct 06
OSD(LA)	Gary Testut	19 Oct 06

~~FOUO~~

October 11, 2006

TO Steve Cambone

CC David Chu
Robert Wilkie

FROM: Donald Rumsfeld

RA



SUBJECT: Draft Response to Governor Ehrlich Letter

I would like to see the draft response to this letter from Governor Ehrlich before it is sent. I think it is an interesting idea.

Thanks.

Attach: 9/27/06 Governor Ehrlich letter to SecDef

DHR:as
SP101106-09

Please Respond By 10/24/06

OCT 27 2006

SNOWFLAKE RESPONSE ATTACHED

(b)(6)
10/3

~~FOUO~~

11-L-0559/OSD/59970

STATE OF MARYLAND
OFFICE OF THE GOVERNOR



ROBERT L. EHRLICH, JR.
GOVERNOR

STATE HOUSE
100 STATE CIRCLE
ANNAPOLIS, MARYLAND 21401-1825
(410) 974-3901
TOLL FREE: 1-800-811-8938

TTY USERS CALL VIA MD RELAY

September 27, 2006

The Honorable Donald H. Rumsfeld
Secretary
U.S. Department of Defense
1000 Defense, the Pentagon
Washington, DC 20301

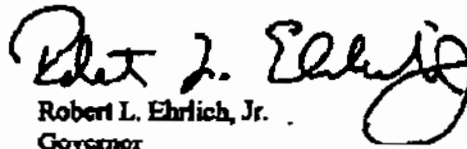
Dear Secretary Rumsfeld:

I am forwarding a letter I received from Mr. Matthew Hess regarding security clearances held by wounded members of the military. Mr. Hess proposes allowing wounded members of the military to retain their security clearances while recovering from their combat wounds.

Mr. Hess explains that those who separate voluntarily from the military derive benefits from their continued security clearances while searching for subsequent employment, while those who are wounded often find that they no longer have security clearances by the time they are well enough to begin the job search.

I would appreciate any information or advice you can provide to Mr. Hess concerning his suggestion to allow wounded veterans to retain their security clearances during their convalescence. I will be happy to assist in any way.

Very truly yours,


Robert L. Ehrlich, Jr.
Governor

Enclosure

cc: Mr. Matthew Hess

Ms. Susan G. Marshall
Director, Congressional Relations
Office of Personnel Management

Mr. William W. McLemore
Deputy Assistant Secretary, Intergovernmental Affairs
U.S. Department of Veterans Affairs

11-L-0559/OSD/59971

From: (b)(6)
Sent: Friday, August 18, 2006 4:02 PM
To: Governor
Subject: [General Comments] OEF/OIF Veteran's Employment

NAME
Matthew Hess

(b)(6)

Original Message:

GOVERNOR EHRlich,

I really hope you take the time to read this as I think it could be a very hot issue if brought up, as it seems to have gone unnoticed.

Is there anything set up for soldiers who held an active security clearance at the time of being medically retired as a result of injuries sustained serving in Operation Enduring Freedom and/or Iraqi Freedom? Something that would allow those that served and sacrificed not only their time but their bodies to hold onto that security clearance while they pursue a new career skill through their VA Chapter 31 VocRehab benefits?

I don't believe there is.

It seems terribly unjust as well as a waste of government money to have a medical retiree's security clearance expire when he/she intends to pursue/resume a civilian career in the "government sector".

Is it possible there is some sort of waiver that would allow the person to complete their degree/training without losing such a valuable asset that would allow the former soldier to secure a job more apt to their previous level held in the military, rather than forcing them to compete with those who voluntarily leave the military with their active security clearance as well as others who have never held a security clearance?

I don't believe there is.

A security clearance is like "The Golden Ticket" for a person seeking a position as either a contractor or a GS employee, especially in the Baltimore-DC area where these jobs are in abundance and those with a security clearance are in high demand.

Considering the sacrifice these men and women, myself included, have made, is it really fair we must also sacrifice our ability to compete and secure a new job and start a new career serving the country outside of the armed forces?

Thank you and I look forward to hearing back from you.

Respectfully,

Matthew Hess
SSG(R), USA

(b)(6)

OSD 15714-08



10/3/2006 9:16:22 AM

10/26 ✓
1130



CAPT HELMER
TO USD I PER
TEA NOTE
M

OF DEFENSE
ENTAGON
20301-5000

OFFICE OF THE SECRETARY OF DEFENSE
THE SPECIAL ASSISTANT

EMC

read for
secret
signature

FOR SECRETARY OF DEFENSE

FROM: UNDER SECRETARY OF DEFENSE B
for

SUBJECT Response to Governor Ehrlich

- Governor Ehrlich forwarded to you a letter from Hess, USA (Ret.) (Tab A) suggesting that military be allowed to retain their security clearance.
- Per your request to see the response before my reply to Governor Ehrlich (Tab A).

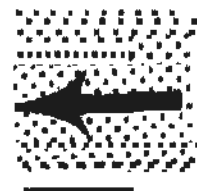
RECOMMENDATION: Approve the proposed response to Governor Ehrlich.

APPROVE _____

DISAPPROVE _____

COORDINATION: TAB D

Attachments:
As stated



Prepared by: Brandon B. Level, (b)(6)

SD CA		DSD SA	
SD SMA		DSD SMA	
SD MA		DSD MA	
CSA		DSD CA	
STF DIR			
ES	11/10/26	1110	
ESR MA	11/14/25	ESD	

11-L-0550SD/59973

OSD 15714-06



10/25/2006 6:09:21 PM

~~FOUO~~

October 11, 2006

TO: Steve Cambone

CC: David Chu
Robert Wilkie

FROM: Donald Rumsfeld

D.R.



SUBJECT: Draft Response to Governor Ehrlich Letter

I would like to see the draft response to this letter from Governor Ehrlich before it is sent, I think it is an interesting idea.

Thanks.

Attach: 9/27/06 Governor Ehrlich letter to SecDef

DHR:s
SF101106-09

.....
Please Respond By 10/24/06

OCT 27 2006

SNOWFLAKE RESPONSE ATTACHED

(b)(6)

10/27

~~FOUO~~

11-L-0559/OSD/59974

38201

11 Oct 06

27 Sep 06



STATE OF MARYLAND
OFFICE OF THE GOVERNOR

ROBERT L. EHRLICH, JR.
GOVERNOR

STATE HOUSE
100 STATE CIRCLE
ANNAPOLIS, MARYLAND 21401-1925
(410) 974-3901
TOLL FREE: 1-800-811-8336

TTY USERS CALL VIA MD RELAY

September 27, 2006

The Honorable Donald H. Rumsfeld
Secretary
U.S. Department of Defense
1000 Defense, the Pentagon
Washington, DC 20301

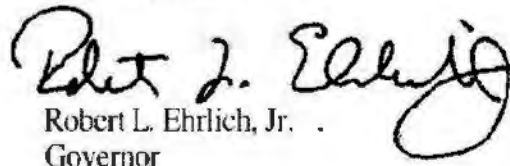
Dear Secretary Rumsfeld:

I am forwarding a letter I received from Mr. Matthew Hess regarding security clearances held by wounded members of the military. Mr. Hess proposes allowing wounded members of the military to retain their security clearances while recovering from their combat wounds.

Mr. Hess explains that those who separate voluntarily from the military derive benefits from their continued security clearances while searching for subsequent employment, while those who are wounded often find that they no longer have security clearances by the time they are well enough to begin the job search.

I would appreciate any information or advice you can provide to Mr. Hess concerning his suggestion to allow wounded veterans to retain their security clearances during their convalescence. I will be happy to assist in any way.

Very truly yours,


Robert L. Ehrlich, Jr.
Governor

Enclosure

cc: Mr. Matthew Hess

Ms. Susan G. Marshall
Director, Congressional Relations
Office of Personnel Management

Mr. William W. McLemore
Deputy Assistant Secretary, Intergovernmental Affairs
U.S. Department of Veterans Affairs

11-L-0559/OSD/59975

From: (b)(6)
Sent: Friday, August 18, 2006 4:02 PM
To: Governor
Subject: [General Comments] OEF/OIF Veteran's Employment
NAME
Matthew Hess

(b)(6)

Original Message:

GOVERNOR EHRLICH,

I really hope you **take** the time to read this as I think it could be a very **hot** issue if brought up, as it seems to have gone unnoticed.

Is there anything set up for soldiers who held an active security clearance at the time of being medically retired as a result of injuries sustained serving in Operation Enduring Freedom **and/or** Iraqi Freedom? Something that would allow those that served and sacrificed not only their time but their bodies to hold onto that security clearance while they pursue a new career **skill** through their VA Chapter 31 VocRehab benefits?

I don't believe there is.

It seems terribly unjust as well as a waste of government money to have a medical retiree's security clearance expire when **he/she** intends to pursue/resume a civilian career in the "government sector".

Is it possible there is some sort of waiver that would allow the person to complete their **degree**/training without losing **such** a valuable asset that would allow the former soldier to secure a job more apt to their previous level held in the military, rather than forcing them to compete with those who voluntarily leave the military with their active security clearance as well as others who have never held a security clearance?

I don't believe there is

A security clearance it like 'The Golden Ticker' for a person seeking a position as either a contractor or a GS employee, especially in the Baltimore-DC area where **these** jobs are in abundance and those with a security clearance are in high demand.

Considering the sacrifice these men and women, myself included, have made is it really fair we must also sacrifice our ability to compete and secure a new job and start a new career serving the country outside of the armed forces?

Thank you and I look forward to hearing back from you.

Respectfully,

Matthew Hess
SSG(R), USA
(b)(6)

OSD 15714-06



10/5/2006 9:16:22 AM

11-L-0559/OSD/59976



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

OCT 30 2006

The Honorable Robert L. Ehrlich, Jr.
Governor of Maryland
State House
100 State Circle
Annapolis, Maryland 21401-1925

Dear Governor Ehrlich:

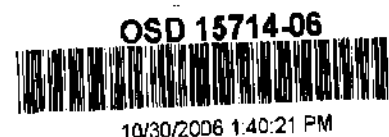
Thank you for forwarding the suggestion from *Staff* Sergeant (SSG) Matthew Hess, United States Army (Ret.), that medically retired military personnel be allowed to retain security clearances during their recovery.

Presidential Executive Order 12968 provides that an individual's security clearance remains valid for 24 months from the date of discharge, break-in-service, or separation from civilian, military, or contractor service. This provision also applies to convalescing members.

We honor our service members' service, personal sacrifice, and the sacrifices of their family members. The Department remains committed to providing comprehensive transition assistance to those who have served this nation.



11-L-0559/OSD/59977



380.01

30 Oct 06

2759 06

~~F UO~~

September 25, 2006

TO: Jim Haynes
CC: Gordon England
Gen Pete Pace

FROM: Donald Rumsfeld

DA

000.5

SUBJECT: Proposal For Bringing Investigative Process into the 21st Century

I would like you and the Joint Staff leg shop to come up with a proposal as to how we can bring the process for investigations into the 21st century. One year before anything specific starts, by way 'action on the matter, is too long.

Please get back to me with a proposal.

Thanks.

Attach: 9/25/06 Press Release on Hanania, Iraq Investigation

DHR
SF092506-15

.....
Please Respond By 10/25/06

Copy to: G1 Reed

PdHP

T26C

→ GC

25 Sept 06

~~F UO~~

11-L-0559/OSD/59978

OSD 15740-08



10/5/2006 11:19:38 AM

October 5, 2006
5:00 pm

TO: Stephen J. Hadley
FROM: Donald Rumsfeld
RE: Press Coverage

FYI, attached are two totally opposite press articles about the same meeting.

Attach.

Robinson, Linda. "NATO Chief Denies Quotes in Woodward Book," *U.S. News and World Report*, October 4, 2006.

Ricks, Thomas E. "U.S. European Commander Confirms Quotes In **Book**," *Washington Post*, October 5, 2006, p. 18.

11-L-0559/OSD/59979



OSD 15782-06

10/5/2006 5:37 11 PM


[Subscribe](#) [About Us](#) [Contact Us](#)
Search [Advanced](#)[Home](#) | [Nation & World](#)

NATO Chief Denies Quotes in Woodward Book

By Linda Robinson

Posted 10/4/06

Jim Jones, the four-star Marine general who heads NATO, denies a quote in Bob Woodward's latest book that he called the Iraq war a "debacle."

Related Links

[More from Nation & World](#)

"That is a much stronger term than I would use," Jones told the Council on Foreign Relations in Washington today.

Jones came to discuss Afghanistan, where NATO has assumed the baton from the U.S.-led coalition. But it was inevitable that the tall and urbane general would be asked about the scathing alleged comments quoted in Woodward's *State of Denial*, including his feeling that the Joint Chiefs of Staff had been "emasculated" by Secretary of Defense Donald Rumsfeld. Woodward's quotes came from remarks Jones made to fellow Marine Gen. Peter Pace, who was visiting Jones in Stuttgart, Germany, last September on the eve of his ascension to the post of chairman of the Joint Chiefs of Staff. Jones said he and Pace were "just friends talking."

He added that if he had read Woodward's rendition of the conversation, which Jones recounted to him when the reporter had dinner with him in December 2005 in Brussels, "I probably would have suggested that the tone was a little more critical than I intended it to be." Asked for his current view on Iraq, he said, "I'm personally committed to the idea that we have got to be successful in Iraq. The strategic consequences of failure would be enormous."

Regarding Jones's reported comment that Rumsfeld had emasculated the chiefs of the four armed services, the former Marine commandant implied that the problem lay more in the law than in the personality of Rumsfeld. He said that he was on record as supporting revision of the Goldwater-Nichols Act so that the chairman and Joint Chiefs would be placed into the operational chain of command, which now runs from the president to the secretary of defense to the four-star combatant commands.

By law, the service chiefs' role is primarily advisory and to prepare, train, and equip the forces for use by the combatant commands. In yet another attempt to get Jones to state publicly whether he is critical of Rumsfeld, the general was asked if he agreed with the retired generals who have called for the secretary of defense's resignation in the past year.

"I do not associate myself with the 'revolt of the officers,'" Jones said. "It is the general officers' obligation to let their views be known, and there are ways to do that." Jones added that he will not be denouncing Rumsfeld publicly once he retires.

Jones did use the occasion to call for more attention to Afghanistan and particularly to formation of a "successful campaign strategy on the war on drugs in Afghanistan," where opium cultivation has exploded. We're losing ground, and it bothers me," he said. Some 9,000 NATO troops have recently moved into the south of Afghanistan, where the Taliban and drug lords have their stronghold. No permanent troops were stationed there before. NATO recently concluded "Operation Medusa" against the Taliban stronghold, which Jones called NATO's "first real test of ground combat resolve since World War II." He declared the operation a success and says NATO's

current troop strength in Afghanistan "is adequate for the mission."

While the NATO commander may be satisfied with the number of troops in Afghanistan, he has his work cut out for him in negotiating away some of the 50 restrictions or "caveats" that some NATO countries have placed on how their troops can be used. Some can't go after the Taliban or al Qaeda—they can only react once attacked; a few of the troops are not allowed to fight at night; others must stay in one geographical region. But Jones is primarily interested in forcing a new look at the overall strategy, not just the military operation. "The real challenge for the mission is how well the reconstruction and the international aid mission is focused," he said, particularly on counternarcotics efforts and judicial and police reform.

[Print](#) | [Email Article](#) | [Respond](#) | [Newsletter](#)



First Name

Last Name

Address

City

State
Select

Zip

Email



Washington Post
October 5, 2006
Pg. 18

U.S. European Commander Confirms Quotes In Book

By Thomas E. Ricks, Washington Post Staff Writer

One of the highest-ranking generals in the U.S. military yesterday stood by views attributed to him in a controversial new book about the Bush administration's handling of the war in Iraq but said it was important to understand the context in which those views were expressed.

Marine Gen. James L. Jones, the U.S. commander for Europe, is quoted in "State of Denial," by The Washington Post's Bob Woodward, as believing that the war in Iraq is a "debacle" and that "The Joint Chiefs have been systematically emasculated by Rumsfeld." As Marine commandant, the post he held before moving to Europe, Jones was a member of the Joint Chiefs of Staff.

The book also quotes Jones as delivering a warning about working with Defense Secretary Donald H. Rumsfeld to Marine Gen. Peter Pace, who was about to become chairman of the Joint Chiefs. "You should not be the parrot on the secretary's shoulder," Jones reportedly told Pace.

Jones's confirmation of Woodward's account is especially noteworthy because in the book, Pace denies that Jones made such remarks to him. Also, Jones's comments suggest that active-duty generals are beginning to criticize the defense secretary and the Iraq war with the harshness that several retired generals have used recently.

Speaking at a Washington meeting of the Council on Foreign Relations, Jones said he had a long discussion with Pace in Stuttgart, Germany, in September 2005, and then met with Woodward in Brussels that December. He characterized both Pace and Woodward as old fiends. Speaking of the book's account of the September conversation, he said, "I don't challenge Bob's characterization of it, except that had I seen [the book], I probably would have suggested that the tone was more critical than I intended it to be."

Jones, who plans to retire in a few months, repeatedly declined to discuss the specific wording of his comments to Woodward about Iraq. "I'm not going to get into recollections of adjectives," he said. "I did talk about Iraq with a concern that Iraq deserves."

"I don't think that Iraq is a debacle," Jones told reporters after the meeting. "Iraq is a big problem."

Jones insisted there is a sharp distinction between his private comments and the criticisms made this year by retired generals. "I do not associate myself with the so-called revolt of the generals," he said. "I believe that general officers, both active and retired, have an obligation to let their views be known," but should do so in a "helpful" way.

The bottom line on his conversation with Pace, he said, was that it was "two fiends talking, one trying to help the other."

Jones said he has not discussed the comments in the book with Rumsfeld, who has been traveling this week. "We're a team, we're together, we have occasional family disagreements," he said after the meeting.

~~FOUO~~

September 05, 2006

373.24

TO: Robert Wilkie

FROM Donald Rumsfeld *DR*

SUBJECT ~~Information on Those Opposing Missile Defense~~

Please make sure you pull together the information on the folks who are opposing missile defense. That success is something we are going to want to use to support the program.

Thanks,

DHR:as
SF090206-02

Please Respond By 09/18/06

~~FOUO~~

554006

11-L-0559/OSD/59983



OSD 15817-06

10/6/2006 11:58:58 AM



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

INFO MEMO

October 5, 2006, 1:30 PM

FOR: SECRETARY OF DEFENSE

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

Robert Wilkie

SUBJECT: Legislation and Members Opposing Missile Defense Programs in the 109th Congress, Second Session – Snowflake #090206-02

- You asked us to develop a list of those who oppose us on Missile Defense.
- The Missile Defense Program, consisting of 15 elements, is authorized by the National Defense Authorization Act and funded by the Defense Appropriations Act. (Tab 1)
 - The FY07 PB requested \$9.318B for the Missile Defense Agency (MDA).
 - The FY07 MDA Defense Authorization provides \$9.309B and the FY07 Defense Appropriations funds \$9.421B.
- The following Members have been critics of Ballistic Missile Defense (BMD) programs:
 - Sens. Carl Levin (D-MI), Jack Reed (D-RI), Robert Byrd (D-WV), Byron Dorgan (D-SD), Russ Feingold (D-WI), Diane Feinstein (D-CA), Ted Kennedy (D-MA)
 - Reps. John Tierney (D-MA), Rush Holt (D-NJ), Ellen Tauscher (D-CA), Loretta Sanchez (D-CA), John Spratt (D-SC), Neil Abercrombie (D-HI), and Dennis Kucinich (D-OH).
- The following Members have been the major supporters of BMD programs:
 - Sens. Jeff Sessions (R-AL), Richard Shelby (R-AL), Thad Cochran (R-MS), Wayne Allard (R-CO), Jon Kyl (R-AZ), Ted Stevens (R-AK)
 - Reps. Duncan Hunter, Terry Everett (R-AL), Robert "Bud" Cramer (D-AL), Silvestre Reyes (D-TX), and Curt Weldon (R-PA).
- The Tierney-Holt Amendment in the House and the Sessions Amendment in the Senate are the two significant legislative actions in 2006 that revealed Members respectively opposing and supporting Missile Defense.

373.24

5 Oct 06

55406



~~FOUO~~

September 05, 2006

TO: Robert Wilkie

FROM Donald Rumsfeld *DR*

SUBJECT: Information on Those Opposing Missile Defense

Please *make* sure you pull together the information on the folks who are opposing missile defense. That success is something we are going to want to use to support the program.

Thanks.

DHR as
SF090206-02

Please Respond By 09/18/06

~~FOUO~~

11-L-0559/OSD/59985

- The amendment to the FY07 **NDAA** sponsored by Reps. John Tierney (D-MA) and Rush Holt (D-NJ) would have:
 - Prohibited deployment of any Ground-Based Midcourse Defense systems beyond those already authorized and deployment of any space-based interceptors;
 - Denied funds for deployment of any boost-phase defense system;
 - Cut \$4.7B in RDT&E from the \$9.3B FY07 Missile Defense Agency request;
 - Terminated the Airborne Laser program, additional AEGIS Ballistic Missile Defense activities, the Kinetic Energy Interceptor program, the Space Surveillance and Tracking System, and the European Site.
- The House rejected the Tierney-Holt Amendment 124 – 301 on May 11, 2006.
- 117 Democrats, 6 Republicans, and one Independent voted for the Tierney-Holt Amendment. (Tab 2)
- Many of the Members who voted for the Tierney-Holt Amendment have no particular interest in Missile Defense and voted for the funding cut to pay for other legislative priorities, such as health care, education, and public housing.
- Sen. Sessions sponsored an amendment to the FY07 NDAA providing, with an offset, an additional \$45M in research and development funding to accelerate concurrent test and operations of the Ground-Based Midcourse Defense system.
- The Senate passed the Sessions Amendment 98-0 on June 22, 2006.
 - All Members of the Senate who voted supported the Sessions Amendment.
 - Sen. Michael Enzi (R-WY) and Sen. Jay Rockefeller did not vote.

Coordination: Missile Defense Agency

Attachments: As Stated

FY07 MDA Authorization/Appropriations
(in millions of dollars)

Line Item	Request	Authorized	Appropriated
BMD Technology	206.676	189.076	194.125
Terminal Defense	1,038.3 1	1,088.31	1,096.71
Midcourse Defense	2,876.97	3,078.97	3,055.97
Boost Defense	63 1.616	631.616	63 1.616
BMD Sensors	514.51	518.51	516.31
BMD System Interceptors	405.508	245.508	357.508
BMD Test & Targets	591.911	591.911	596.71 1
BMD Products	506.84	478.84	487.69
BMD System Core	473.077	448.077	43 1.237
Special Programs - MDA	374.532	348.132	354.532
BMD Aegis	1,03 1.87	1,13 1.87	1,127.43
STSS	390.585	323.585	323.585
Multiple Kill Vehicle	164.975	124.975	144.975
Management Headquarters/Pent Reservation	102.975	102.975	102.975
MILCON	7.592	7.592	N/A
TOTAL MDA	9,317.95	9,308.75	9,420.99

Tab 1

Prepared by Legislative Support Team, OASD (Legislative Affairs) (b)(6)

11-L-0559/OSD/59987

House Members Who Voted for the Tierney-Hold Amendment

Democratic Members (117)

Neil Abercrombie (HI), Gary Ackerman (NY), Thomas Allen (ME), Brian Baird (WA), Tammy Baldwin (WI), Xavier Becerra (CA), Shelly Berkley (NV), Howard Berman (CA), Marion Berry (AR), Tim Bishop (NY), Earl Blumenauer (OR), Leonard Boswell (IA), Rick Boucher (VA), Sherrod Brown (OH), Corrine Brown (FL), Lois Capps (CA), Benjamin Cardin (MD), Julia Carson (IN), William Lacy Clay (MO), Emanuel Cleaver (MO), John Conyers (MI), Jerry Costello (IL), Joseph Crowley (NY), Elijah Cummings (MD), Danny Davis (IL), Peter DeFazio (OR), Diana DeGette (CO), William Delahunt (MA), Rosa DeLauro (CT), Lloyd Doggett (TX), Mike Doyle (PA), Eliot Engel (NY), Sam Farr (CA), Chaka Fattah (PA), Bob Filner (CA), Barney Frank (MA), Raul Grijalva (AZ), Luis Guterierrez (IL), Alcee Hastings (FL), Maurice Hinchey (NY), Rush Holt (NJ), Michael Honda (CA), Darlene Hooley (OR), Jay Inslee (WA), Jesse Jackson (IL), Shelia Jackson-Lee (TX), William Jefferson (LA), Eddie Bernice Johnson (TX), Stephanie Tubbs-Jones (OH), Dale Kildee (MI), Carolyn Kilpatrick (MI), Ron Kind (WI), Dennis Kucinich (OH), Tom Lantos (CA), Barbara Lee (CA), John Lewis (GA), Zoe Lofgren (CA), Nita Lowey (NY), Carolyn Maloney (NY), Edward Markey (MA), Jim Matheson (UT), Doris Matsui (CA), Betty McCollum (MN), Jim McDermott (WA), James McGovern (MA), Cynthia McKinney (GA), Michael McNulty (NY), Marty Meehan (MA), Michael Michaud (ME), Juanita Millender-McDonald (CA), Brad Miller (NC), George Miller (CA), Gwen Moore (WI), James Moran (VA), Jerrold Nadler (NY), Grace Napolitano (CA), Richard Neal (MA), James Oberstar (MN), David Obey (WI), John Olver (MA), Major Owens (NY), Frank Pallone (NJ), Ed Pastor (AZ), Donald Payne (NJ), Nancy Pelosi (CA), David Price (NC), Nick Rahall (WV), Charles Rangel (NY), Lucille Roybal-Allard (CA), Bobby Rush (IL), Martin Sabo (MN), Janice Schakowsky (IL), Adam Schiff (CA), Allyson Schwartz (PA), Bobby Scott (VA), Jose Serrano (NY), Brad Sherman (CA), Louise Slaughter (NY), Hilda Solis (CA), Fortney "Pete" Stark (CA), Ted Strickland (OH), John Tierney (MA), Edolphus Towns (NY), Tom Udall (NM), Chris Van Hollen (MD), Nydia Velázquez (NY), Peter Visclosky (IN), Debbie Wasserman Schultz (FL), Maxine Waters (CA), Diane Watson (CA), Melvin Watt (NC), Henry Waxman (CA), Anthony Weiner (NY), Robert Wexler (FL), Lynn Woolsey (CA), David Wu (OR), Albert Wynn (MD).

Republican Members (6)

Michael Castle (DE), John Duncan (TN), Vernon Ehlers (MI), Jim Leach (IA), Ron Paul (TX), Chris Shays (CT).

Independent Member (1)

Rep. Bernard Sanders (VT)

Tab 2



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

INFO MEMO

October 23, 2006

FOR: SECRETARY OF DEFENSE

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

Robert Wilkie

SUBJECT: Revised -- Legislation and Members Opposing the Missile Defense Program in the 109th Congress, Second Session – Snowflake #090206-02

- You asked us to develop a list of opponents of the missile defense program in Congress.
- The Missile Defense Program, consisting of 15 elements, is authorized by the National Defense Authorization Act and funded by the Defense Appropriations Act. (Tab 1)
 - o The FY07 PB requested \$9.318B for the Missile Defense Agency (MDA).
 - o The FY07 MDA Defense Authorization provides \$9.309B and the FY07 Defense Appropriations funds \$9.421B.
- The following Members have been consistent critics of Ballistic Missile Defense (BMD) programs:
 - o Sens. Carl Levin (D-MI), Jack Reed (D-RI), Robert Byrd (D-WV), Byron Dorgan (D-SD), Russ Feingold (D-WI), Diane Feinstein (D-CA), Ted Kennedy (D-MA)
 - o Reps. John Tierney (D-MA), Rush Holt (D-NJ), Ellen Tauscher (D-CA), Loretta Sanchez (D-CA), Neil Abercrombie (D-HI), John Spratt (D-SC) and Dennis Kucinich (D-OH).
 - o Their criticisms include that BMD destabilizes arms control efforts, more testing prior to operational deployment; investment in BMD could have been better spent elsewhere within DOD; congressional oversight concerns; BMD receives more funding than is appropriate given other threats; BMD funding would be better spent on domestic U.S. programs (funding should be transferred out of DOD).
- The following Members have been the major supporters of BMD programs:
 - o Sens. Jeff Sessions (R-AL), Richard Shelby (R-AL), Thad Cochran (R-MS), Wayne Allard (R-CO), Jon Kyl (R-AZ), Ted Stevens (R-AK)
 - o Reps. Duncan Hunter, Terry Everett (R-AL), Robert "Bud" Cramer (D-AL), Silvestre Reyes (D-TX), and Curt Weldon (R-PA).

Prepared by Legislative Support Team, OASD (Legislative Affairs) (b)(6)

11-L-0559/OSD/59989

OSD 15817-06



1012412006 9:39:25 AM

37324

23 OCT 2006

55 Sep 06

- The Tierney-Holt Amendment in the House and the Sessions Amendment in the Senate are the two significant legislative actions in 2006 that revealed Members respectively opposing and supporting Missile Defense.
- The amendment to the FY07 NDAA sponsored by Reps. John Tierney (D-MA) and Rush Holt (D-NJ) would have:
 - Prohibited deployment of any Ground-Based Midcourse Defense systems beyond those already authorized and any space-based interceptors;
 - Denied funds for deployment of any boost-phase defense system;
 - Cut \$4.7B in RDT&E from the \$9.3B FY07 Missile Defense Agency **request**;
 - Terminated the Airborne Laser program, additional AEGIS Ballistic Missile Defense activities, the Kinetic Energy Interceptor program, the Space Surveillance and Tracking System, and the European Interceptor Site.
- The House rejected the Tierney-Holt Amendment 124 – 301 on May 11, 2006.
- 117 Democrats, 6 Republicans, and one Independent voted for the Tierney-Holt Amendment. (Tab B)
- Many of the Members who voted for the Tierney-Holt Amendment have no particular interest in Missile Defense and voted for the funding cut to pay for other legislative priorities, such as health care, education, and public housing.
- Sen. Sessions sponsored an amendment to the FY07 NDAA providing, with an offset, an additional \$45M in research and development funding to accelerate concurrent test and operations of the Ground-Based Midcourse Defense system.
- The Senate passed the Sessions Amendment 98-0 on June 22, 2006.
 - All Members of the Senate who voted supported the Sessions Amendment.
 - Sen. Michael Enzi (R-WY) and Sen. Jay Rockefeller did not vote.

Recommendation: You should encourage Sen. Sessions, Rep. Hunter, as well as other noted key supporters, to establish a Congressional Missile Defense Caucus and offer DOD's support for such an organization with frequent briefings, speaking engagements and site visits.

Coordination: Missile Defense Agency

Attachments: As Stated

FY07 MDA Authorization/Appropriations
(in millions of dollars)

Line Item	Request	Authorized	Appropriated
BMD Technology	206.676	189.076	194.125
Terminal Defense	1,038.31	1,088.31	1,096.71
Midcourse Defense	2,876.97	3,078.97	3,055.97
Boost Defense	631.616	631.616	631.616
BMD Sensors	514.51	518.51	516.31
BMD System Interceptors	405.508	245.508	357.508
BMD Test & Targets	591.911	591.911	596.711
BMD Products	506.84	478.84	487.69
BMD System Core	473.077	448.077	431.237
Special Programs - MDA	374.532	348.132	354.532
BMD Aegis	1,031.87	1,131.87	1,127.43
STSS	390.585	323.585	323.585
Multiple Kill Vehicle	164.975	124.975	144.975
Management Headquarters/Pent Reservation	102.975	102.975	102.975
MILCON	7.592	7.592	N/A
TOTAL MDA	9,317.95	9,308.75	9,420.99

Tab 1

House Members Who Voted for the Tierney-Hold Amendment

Democratic Members (117)

Neil Abercrombie (HI), Gary Ackerman (NY), Thomas Allen (ME), Brian Baird (WA), Tammy Baldwin (WI), Xavier Becerra (CA), Shelly Berkley (NV), Howard Berman (CA), Marion Berry (AR), Tim Bishop (NY), Earl Blumenauer (OR), Leonard Boswell (IA), Rick Boucher (VA), Sherrod Brown (OH), Corrine Brown (FL), Lois Capps (CA), Benjamin Cardin (MD), Julia Carson (IN), William Lacy Clay (MO), Emanuel Cleaver (MO), John Conyers (MI), Jerry Costello (IL), Joseph Crowley (NY), Elijah Cummings (MD), Danny Davis (IL), Peter DeFazio (OR), Diana DeGette (CO), William Delahunt (MA), Rosa DeLauro (CT), Lloyd Doggett (TX), Mike Doyle (PA), Eliot Engel (NY), Sam Farr (CA), Chaka Fattah (PA), Bob Filner (CA), Barney Frank (MA), Raul Grijalva (AZ), Luis Gutierrez (IL), Alcee Hastings (FL), Maurice Hinchey (NY), Rush Holt (NJ), Michael Honda (CA), Darlene Hooley (OR), Jay Inslee (WA), Jesse Jackson (IL), Shelia Jackson-Lee (TX), William Jefferson (LA), Eddie Bernice Johnson (TX), Stephanie Tubbs-Jones (OH), Dale Kildee (MI), Carolyn Kilpatrick (MI), Ron Kind (WI), Dennis Kucinich (OH), Tom Lantos (CA), Barbara Lee (CA), John Lewis (GA), Zoe Lofgren (CA), Nita Lowey (NY), Carolyn Maloney (NY), Edward Markey (MA), Jim Matheson (UT), Dons Matsui (CA), Betty McCollum (MN), Jim McDermott (WA), James McGovern (MA), Cynthia McKinney (GA), Michael McNulty (NY), Marty Meehan (MA), Michael Michaud (ME), Juanita Millender-McDonald (CA), Brad Miller (NC), George Miller (CA), Gwen Moore (WI), James Moran (VA), Jerrold Nadler (NY), Grace Napolitano (CA), Richard Neal (MA), James Oberstar (MN), David Obey (WI), John Olver (MA), Major Owens (NY), Frank Pallone (NJ), Ed Pastor (AZ), Donald Payne (NJ), Nancy Pelosi (CA), David Price (NC), Nick Rahall (WV), Charles Rangel (NY), Lucille Roybal-Allard (CA), Bobby Rush (IL), Martin Sabo (MN), Janice Schakowsky (IL), Adam Schiff (CA), Allyson Schwartz (PA), Bobby Scott (VA), Jose Serrano (NY), Brad Sherman (CA), Louise Slaughter (NY), Hilda Solis (CA), Fortney "Pete" Stark (CA), Ted Strickland (OH), John Tierney (MA), Edolphus Towns (NY), Tom Udall (NM), Chris Van Hollen (MD), Nydia Velázquez (NY), Peter Visclosky (IN), Debbie Wasserman Schultz (FL), Maxine Waters (CA), Diane Watson (CA), Melvin Watt (NC), Henry Waxman (CA), Anthony Weiner (NY), Robert Wexler (FL), Lynn Woolsey (CA), David Wu (OR), Albert Wynn (MD).

Republican Members (6)

Michael Castle (DE), John Duncan (TN), Vernon Ehlers (MI), Jim Leach (IA), Ron Paul (TX), Chris Shays (CT).

Independent Member (1)

Rep. Bernard Sanders (VT)

Tab 2

~~FOUO~~

September 05, 2006

TO: Robert Wilkie

FROM Donald Rumsfeld

DR

SUBJECT: Information on Those Opposing Missile Defense

Please make sure you pull together the information on the folks who are opposing missile defense. That success is something we are going to want to use to support the program.

Thanks.

DHR:xs
SF 090206-02

.....
Please Respond By 09/18/06

~~FOUO~~

11-L-0559/OSD/59993

~~FOUO~~

October 1, 2006

FRANCE

TO: Eric Edelman
FROM: Donald Rumsfeld *7*
SUBJECT: Notes for Meeting with French MoD

Please make sure your folks tickle the attached note for my upcoming meeting with Minister Alliot-Marie.

Thanks.

Attach. 9/26/06 SD memo

DIR: ah
100(06-1) (travel outside) doc

.....
Please respond by October 12, 2006

1 Oct 06

~~FOUO~~

11-L-0559/OSD/59994

OSD 15858-06



10/10/2006 9:23:04 AM

~~FOUO~~

September 26, 2006

SUBJECT: Topics for Meeting with Michele Alia-Marie

**When I meet with Michele Aliot-Marie, I want to talk to her about NATO
enlargement and Albania and Croatia.**

**DNR is
09250006-2 (TS)**

~~FOUO~~

11-L-0559/OSD/59995

~~FOUO~~

INFO
ACTION MEMO

44
USDP

OCT 06 2006

FOR SECRETARY OF DEFENSE

FROM: Peter Flory, Assistant Secretary of Defense (ISP) OCT 5

SUBJECT: Upcoming Meeting with the French MOD

- You asked that Policy provide material about NATO enlargement, Albania, and Croatia for your 19 October meeting with Michele Aliot-Marie.
- European and NATO Policy will include those topics in your meeting prep.

COORDINATION: TAB A

Prepared by: CDR Mike Wetlaufer, ISP/EPN (b)(6)

~~FOUO~~



* S F - 1 0 0 1 0 4 - 1 1 *

11-L-0559/OSD/59996



OSD 15858-06

1011012006 9 23 24 AM

FRANCE


5 Oct 06

1

6

~~FOUO~~

October 1, 2006

TO: Eric Edelman
FROM: Donald Rumsfeld 
SUBJECT ~~Notes~~ for Meeting with French MoD

Please make sure your folks tickle the attached note for my upcoming meeting with Minister Alia-Marie.

Thanks.

Attach. 9/26/06 SD memo

DIR (R. Jh)
100106-11 (travel computer) doc

.....
Please respond by October 12, 2006

~~FOUO~~

11-L-0559/OSD/59997

~~FOUO~~

September 26, 2006

SUBJECT Topics for Meeting with Michele Aliot-Marie

When I meet with Michele Aliot-Marie, I want to talk to her about NATO enlargement and Albania and Croatia.

PRR 34
09230000-2 (13)

~~FOUO~~

11-L-0559/OSD/59998

POLICY COORDINATION SHEET

Subject: SecDef meeting with the French MOD

Control Number: SF100106-11

Title/Organization

Name

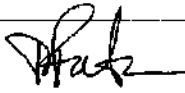
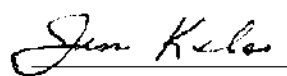
Date

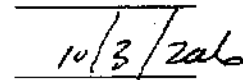
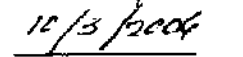
Coordination:

USDP

DASD Eur/NATO

Director Europe North



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

092.3

Colonel Elio Castellano, USAF
Defense Attaché
USDAO Managua
Nicaragua

Dear Colonel Castellano,

Thank you so much for your excellent support of the
Defense Ministerial of the Americas in Managua. Your efforts
– and those of your staff – were critical to making our trip a
success.

Sincerely,

10/10/06

11-L-0559/OSD/60000

OSD 15882-06



10/10/2006 1:50:41 PM



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

Brigadier General Lloyd Gillett
Commander, Belize Defense Force
Belize City

Dear General Gillett,

It was a pleasure to see you again at the Defense Ministerial of the Americas in Managua. I appreciated your excellent presentations, and I valued the opportunity to discuss issues of common concern with you and the other distinguished representatives from Central America.

I look forward to working together in the future.

Sincerely,

A handwritten signature in black ink, appearing to be "Z. R. ...".



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

Her Excellency
Olga Golcher
Minister of Government and Justice
of the Republic of Panama
Panama City

Dear Madam Minister,

It was a pleasure to meet with you at the Defense Ministerial of the Americas in Managua. I especially appreciated the opportunity to share insights and common concerns with you and your distinguished colleagues from Central America.

I **look** forward to continuing to strengthen the relationship between our two countries.

Sincerely,

A handwritten signature in black ink, appearing to read "R. M. Gates", written in a cursive style.



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

His Excellency
Geraldo Lascares
Vice Minister of Security
of the Republic of Costa Rica
San Jose

Dear Mr. Vice Minister,

It was a pleasure to meet you at the Defense Ministerial of the Americas in Managua. I especially appreciated the opportunity to discuss issues of common concern with you and your distinguished colleagues from Central America.

I hope these contacts will continue.

Sincerely,



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

The Honorable Gordon O'Connor
Minister of National Defence
Ottawa, Canada

Dear **Mr.** Minister,

It was a pleasure to see you again in Managua at the Defense Ministerial of the Americas. Congratulations on being selected to host DMA VIII in 2008. I am sure you will do a terrific job. If there is anything we can do to help, please let us know.

We have a great partnership.

Sincerely,



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

His Excellency
Avil Ramirez Valdivia
Minister of Defense
of the Republic of Nicaragua
Managua

Dear **Mr.** Minister,

You did a terrific job hosting this year's Defense Ministerial of the Americas. Your leadership and hard work ensured the discussions would be informative and thought-provoking. I also appreciate the warm hospitality shown by you, your staff, and the Nicaraguan people.

I especially appreciated the opportunity to discuss issues of mutual interest with you and the other Ministers from Central America. You and your neighbors should be proud of your accomplishments to date. It was a productive meeting. I look forward to working with you and our partners in the months ahead.

Sincerely,

A handwritten signature in black ink, appearing to be "Z. R. ...", written over a horizontal line.



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

His Excellency
Juan Manuel Santos
Minister of National Defense
of the Republic of Colombia
Bogota

Dear Mr. Minister,

It was a pleasure to meet you at the Defense Ministerial of the Americas in Managua. You made an excellent and powerful presentation. The progress your government is making takes great courage. We will continue to work with you to achieve success.

I look forward to your visit later this year to strengthen the relationship between our two countries.

Sincerely,



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

The Honorable Paul Trivelli
American Ambassador
to the Republic of Nicaragua
Managua

Dear Mr. Ambassador,

It was a pleasure to see you at the Defense Ministerial of the Americas in Managua. I thank you for your good advice and insights.

Please express my appreciation to your staff for their excellent support of our delegation.

Sincerely,

11-L-0559/OSD/60007



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

His Excellency
Enrique Bolaiios Geyer
President of the Republic of Nicaragua
Managua

Dear **Mr.** President,

It was an honor and pleasure to see you again. I appreciate your sharing your insights during our meetings in Managua. You, your staff, and the people of Nicaragua were gracious hosts, and I want to thank you for the beautiful framed artwork you presented me.

I also want to thank you again for your phone call welcoming me to Nicaragua. This most thoughtful gesture came during my visit to the volcano overlook at Masaya National Park. It was a wonderful tour with Minister Ramirez.

Given your national and regional leadership in promoting freedom, democracy and cooperative security, it was most appropriate for Nicaragua to host the seventh Defense Ministerial of the Americas. Your Defense Minister and his staff managed the conference with great skill.

I wish you all the best in your future endeavors.

Sincerely,

11-L-0559/OSD/60008



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

His Excellency
Lieutenant General Ramon Aquino Garcia
Secretary of State for the Armed Forces
of the Dominican Republic
Santo Domingo

Dear Mr. Secretary,

It was a pleasure to see you at the Defense Ministerial of the Americas in Managua, and I want to thank you for the nice pen, card case, and keychain set. I especially appreciated the opportunity to discuss issues of common interest with you and your distinguished colleagues from Central America.

I look forward to working together in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Rumsfeld", written in a cursive style.



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

His Excellency
Major General Otto Alejandro Romero Orellana
Minister of Defense of the Republic of El Salvador
San Salvador

Dear Mr. Minister,

It was a pleasure to see you again at the Defense Ministerial of the Americas in Managua. I especially appreciated the opportunity to share insights and common concerns with you and your distinguished colleagues from Central America. Let me also express my admiration and appreciation of your decision to renew El Salvador's commitment to Coalition efforts in Iraq.

Please convey my regards to President Saca.

I look forward to continuing to strengthen the relationship between our two countries.

Sincerely,

A handwritten signature in black ink, appearing to be "Z. R. ...", written over a horizontal line.



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

His Excellency
Major General Francisco Bermudez Amado
Minister of Defense
of the Republic of Guatemala
Guatemala City

Dear Mr. Minister,

It was a pleasure to see you again at the Defense Ministerial of the Americas in Managua. Thank you for your kind gift. I also appreciated the opportunity to share insights and common concerns with you and your distinguished colleagues from Central America.

I look forward to continuing to strengthen the relationship between our two countries.

Sincerely,

A handwritten signature in black ink, appearing to be "Z. R. ...".



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

His Excellency
Allan Wagner Tizón
Minister of Defense
of the Republic of Peru
Lima

Dear Mr. Minister,

It was a pleasure to meet you at the Defense Ministerial of the Americas in Managua. I wish you success during your time as Minister, and want to thank you for your thoughtful gift.

I look forward to continuing our discussion of important matters of mutual concern.

Sincerely,



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 10 2006

His Excellency
Aristides Mejia Carranza
Minister of Defense
of the Republic of Honduras
Tegucigalpa

Dear Mr. Minister,

It was a pleasure to see you again at the Defense Ministerial of the Americas in Managua. Thank you so much for the bronze statue of Francisco Morazan. I also appreciated the opportunity to discuss regional security cooperation with you and your colleagues from Central America.

I look forward to continuing to strengthen the relationship between our two countries.

Sincerely,

Chad - H. - Antise
was esp. for

Colonel Elio Castellano
USDAO Managua

N (STRACH)

Dear Colonel Castellano

Thank you for your ^{so much} outstanding support of the Defense Ministerial of the Americas in Managua. Your ^{excellent} support - and that of your staff - ~~was~~ critical to making our trip a success. ~~I appreciate your dedicated work.~~ ^{those} ~~here~~

effect

Sincerely,

- received from Policy
- SD ok'd (attached)
- no gift The QSC 14/6

Brigadier General Lloyd Gillett
Commander, Belize Defence Force
Belize City

Dear General Gillett:

It was a pleasure to see you again at the Defense Ministerid of the Americas in Managua. I appreciated your excellent presentations and I valued the opportunity to discuss issues of common concern with you and the other distinguished representatives from Central America.

I look forward to working together in the future.

Sincerely,

dl

No gift

-rcvd via Policy
- No gift
- SD OK 1d

Thru CSC 10/16

Her Excellency
Olga Golcher
Minister of Government and Justice of the Republic of Panama
Panama City

Dear M _____

It was a pleasure to meet with you at the Defense Ministerial of the Americas in Managua. I especially appreciated the opportunity to share insights and common concerns with you and your distinguished colleagues from Central America.

I look forward to continuing to strengthen the relationship between our two countries.

Sincerely,

OK

no gift

- read via policy
- no gift
- SD OK 'd
The CSC 10/16

His Excellency
Gerardo Lascare
Vice Minister of Security of the Republic of Costa Rica
San Jose

Dear Mr. Vice Minister:

It was a pleasure to meet you at the Defense Ministerial of the Americas in Managua. I especially appreciated the opportunity to discuss issues of common concern with you and your distinguished colleagues from Central America. I hope these contacts will continue.

Sincerely,

OK

- rec'd via policy
- no 8:44
- SD OK 12

Thru OSC 10/6

The Honorable
Gordon O'Connor
Minister of National Defence of Canada
Ottawa

Dear Mr. Minister:

It was a pleasure to ^{see} meet you again in Managua at the Defense Ministerial of the Americas. Congratulations on being selected to host DMA VIII in 2008. I am sure you will do a terrific job. If there is anything we can do to help, please let us know.

We have a great partnership, and I look forward to its future flourishing.

Sincerely,

-rev'd via Poling
-SD ok'd
-no gift

Thx
Cdc 10/6

no gift

His Excellency
Avil Ramirez *Valderrin*
Minister of Defense of the Republic of Nicaragua
Managua

Dear Mr. Minister:

You did a terrific job hosting this year's Defense Ministerial of the Americas. Your leadership and hard work ensured the discussions ~~were~~ *will be* informative and thought-provoking. I also appreciate the warm hospitality shown by you, your staff, and the Nicaraguan people.

I especially appreciated the opportunity to discuss issues of mutual interest with you and the other ministers from Central America. You and your neighbors should be proud of your accomplishments to date. It was a productive meeting. I look forward to working with you and ~~our~~ partners in the months ahead.

Sincerely,

*- review via policy
- no gift
O/C - SD OK'd
The GLL 10/6*

- no gift mention necessary

~~His~~ Excellency
Juan Manuel Santos
Minister of National Defense
Republic of Colombia,
Bogota

Dear Mr. Minister:

It was a pleasure to meet you at the Defense Ministerial of the Americas in Managua. You made an excellent and powerful presentation. The progress your government is making takes great courage. We will continue to help you achieve success.

~~of our strategic interests.~~ I look forward to your visit later this year to strengthen the relationship between our two countries.

Sincerely,

DK

no gift

-no gift
-review from Poling
-SD OK'd

The CSC 10/6

The Honorable
Paul Trivelli
U.S. Ambassador to the Republic of Nicaragua
Managua

Dear Mr. Ambassador:

It was a pleasure to see you at the Defense Ministerial of the Americas in Managua. I thank you for your good advice and insights, and am glad you were able to participate in the event.

Please express my appreciation

also appreciate your staff's indispensable support of our delegation.

for their excellent
Sincerely,

PLEASE EXPRESS MY APPRECIATION
TO YOUR STAFF FOR THEIR EXCELLENT
SUPPORT OF OUR DELEGATION.

- rev'd from Poling
- ~~no~~ gift
- SD OK'd
The CSC 10/6

His Excellency
Mr. Enrique Bolaños Geyer
President of the Republic of Nicaragua
Managua

Dear Mr. President:

It was an honor and pleasure to see you again. I appreciate your sharing your insights during our meetings in Managua. You, your staff and the people of Nicaragua were very gracious hosts. Thank you for your kind gift.

Given your national and regional leadership in promoting freedom, democracy and cooperative security, it was most appropriate for Nicaragua to host the seventh Defense Ministerial of the Americas. Your Defense Minister ~~and~~ and his staff managed the conference with great skill.

I wish you all the best in your future endeavors.

Sincerely,

OK
-gift ty included
-per attached snowflake
added ty re: Pres's
phone call to
SD. Thx CCL 10/6

NOTE - This is an initial
draft. I added in
a more specific ty re: the
gift and - per the attached
SNOWFLAKE - a ty re:
his phone call to JCEC
to welcome him to the
country.

Thx
CCL 10/6

~~FOUO~~

October 2, 2006

TO: Peter Rodman
CC: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: President Bolanos

Please make a note that when I was out at the volcano with Minister of Defense Ramirez, President Bolanos called me just to welcome me to Nicaragua. He was most gracious.

Thanks.

DHR:dh
100206-02 (travel computer).doc

.....

WHA:

10/4/2006

If the thank-you note to Bolanos has not been sent, we need to rewrite it to include this reference. Something along the lines of:

"It was nice of you to call and welcome me to Nicaragua while I was ~~to~~ climbing down from the volcano overlook at Masaya National Park. It was really a wonderful ~~FOUO~~ tour with Minister Ramirez."

Tach
U-L-0559/OSD/60023

Casey, Carrie CIV SD

From: Shanahan, John, COL (USAF), OSD-POLICY [John.Shanahan@osd.mil]
Sent: Thursday, October 05, 2006 7:11 AM
To: Stoner, Troy A CDR SD; Casey, Carrie CIV SD
cc: Pelkofski, James, CAPT (USN), OSD-POLICY; Mascolo, Thomas CAPT SD; Ham, Linwood, LTC (USA), OSD-POLICY; MacMurray, Michael, CIV, OSD-POLICY
Subject: Re: Thank You letters for LADM

Who's got the letters now? We also need to modify the letter to President Bolanos, based on the snowflake that said we need to make note of the fact that the President called SD to welcome him to Nic while SD was on the volcano.

Jack

Sent from my wireless handheld

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

From: Stoner, Troy A CDR SD
To: Casey, Carrie CIV SD; Shanahan, John, COL (USAF), OSD-POLICY
CC: Pelkofski, James, CAPT (USN), OSD-POLICY; Mascolo, Thomas CAPT SD
Sent: Thu Oct 05 06:55:09 2006
Subject: Thank You letters for LADM

Carrie Sue/Jack - All of the Policy Thank You letters have been chopped through the Secretary, but they did not contain mention of the gifts received.

Many of the addressees are folks that passed gifts (Honduras, Nicaragua, Guatemala, etc.). Please work together to make mention of gifts in the letters - this should actually reduce the amount of work required.

Carrie Sue - The secretary had two interpreters and a tour guide that are potential Thank Yous.

V/r,

Troy

MacMurray, Michael, CIV, OSD-POLICY

From: MacMurray, Michael, CIV, OSD-POLICY
Sent: Thursday, October 05, 2006 11:53 AM
To: Casey, Carrie CIV SD; Hollis, Caryn, CIV, OSD-POLICY; Shanahan, John, COL (USAF), OSD-POLICY
Cc: Murphy, Mary Claire CIV SD; Stoner, Troy A CDR SD
Subject: RE: Thank You letters for LADM

Carrie Sue – Fine. In the Protocol box in the front office you will find:

- 1) the original drafts with SD's handwritten edits
- 2) letters with his edits incorporated
- 3) snowflake re Pres. Bolanos (which is incorporated in the smooth letter)
- 4) disk with smooth letters (i.e., edits and SF incorporated)

Thanks for your help, Mike

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

From: Casey, Carrie CIV SD
Sent: Thursday, October 05, 2006 11:29 AM
To: Hollis, Caryn, CIV, OSD-POLICY; Shanahan, John, COL (USAF), OSD-POLICY; MacMurray, Michael, CIV, OSD-POLICY
Cc: Murphy, Mary Claire CIV SD; Stoner, Troy A CDR SD
Subject: RE: Thank You letters for LADM

Dear Caryn – Why don't we stay with the same process we always use for trip letters? I receive the letters, complete w/ SECDEF's handwritten edits (which they will want to see in the front office), and I fold in the gift mentions here in Protocol – I do this every time in order to avoid having separate gift ty notes, etc. I then email Policy the drafts to be sure all is ok from a Policy standpoint and after that, I send through the front office review process – the ExecSec and Mr. Rangel. This is the way that they prefer to operate. It would be great for me to get the draft letters y'all have and get that started -- if someone could get them into the Protocol box in the front office that would be best. I am in NSPS training for part of today (fun!) but please let me know if you have questions and I will respond when I can.
Thanks – Carrie Sue

From: Hollis, Caryn, CIV, OSD-POLICY [mailto:Caryn.Hollis@osd.mil]
Sent: Thursday, October 05, 2006 9:59 AM
To: Shanahan, John, COL (USAF), OSD-POLICY; MacMurray, Michael, CIV, OSD-POLICY; Casey, Carrie CIV SD; Murphy, Mary Claire CIV SD
Subject: RE: Thank You letters for LADM

Carrie Sue,

We have all the edits in the letters and are standing by for the gift list. Can I come and get it?

Thanks,
Caryn

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

From: Shanahan, John, COL (USAF), OSD-POLICY
Sent: Thursday, October 05, 2006 9:49 AM
To: Hollis, Caryn, CIV, OSD-POLICY; MacMurray, Michael, CIV, OSD-POLICY
Subject: FW: Thank You letters for LADM

10/5/2006

11-L-0559/OSD/60025

Casey, Carrie CIV SD

From: Stoner, Troy A CDR SD
Sent: Thursday, October 05, 2006 6:55 AM
To: Casey, Carrie CIV SD; Shanahan, John, COL (USAF), OSD-POLICY
Cc: Pelkofski, James, CAPT (USN), OSD-POLICY; Mascolo, Thomas CAPT SD
Subject: Thank You letters for LADM

Carrie Sue/Jack - All of the Policy Thank You letters have been chopped through the Secretary, but they did not contain mention of the gifts received.

Many of the addressees are folks that passed gifts (Honduras, Nicaragua, Guatemala, etc.). Please work together to make mention of gifts in the letters - this should actually reduce the amount of work required.

Carrie Sue - The secretary had two interpreters and a tour guide that are potential Thank Yous.

Vir,
Troy

10/5/2006

11-L-0559/OSD/60026

His Excellency
Lieutenant General Ramon Aquino Garcia
Secretary of State for the Armed Forces of the Dominican Republic
Santo Domingo

Dear Mr. Secretary:

It was a pleasure to see you at the Defense Ministerial of the Americas in Managua. I especially appreciated the opportunity to discuss issues of common interest with you and your distinguished colleagues from Central America.

I look forward to working together in the future.

Sincerely,

OK

ty for pen, business card case, keychain set

-rva via policy
-SD OK
-ty gift included

Thx Q2 19/6

His Excellency
Otto Alejandro Romero Orellana
Minister of Defense of the Republic of El Salvador
San Salvador

Dear Mr. Minister:

It was a pleasure to see you again at the Defense Ministerial of the Americas in Managua. I especially appreciated the opportunity to share insights and common concerns with you and your distinguished colleagues from Central America. Let me also express our admiration and appreciation of your decision to renew your commitment to Iraq.

Please convey my regards to President Saca.

I look forward to continuing to strengthen the relationship between our two countries.

Sincerely,

-reviewed from Policy

-no gift

-SD 04/12

Thru-

CSC 10/16

OK

Casey, Carrie CIV SD

From: MacMurray, Michael, CIV, OSD-POLICY [Michael.MacMurray@osd.mil]
Sent: Friday, October 06, 2006 4:42 PM
To: Casey, Carrie CIV SD
Subject: RE: Thank You letters for LADM

Carrie Sue -- Sure did. MOD Romero gave SecDef a letter stating same (no, I don't have it, but it's mentioned in the reporting cable that he cleared, so I think you can rely on that). Cheers, Mike

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

From: Casey, Carrie CIV SD
Sent: Friday, October 06, 2006 4:29 PM
To: MacMurray, Michael, CIV, OSD-POLICY
Subject: RE: Thank You letters for LADM
Importance: High

Mike -- sometimes it's hard for me to get in touch w. the policy folks for El Salvador -- can you verify that El Salvador did in fact renew its commitment to the Coalition efforts in Iraq? Thanks so much -- Carrie Sue

From: MacMurray, Michael, CIV, OSD-POLICY [mailto:Michael.MacMurray@osd.mil]
Sent: Thursday, October 05, 2006 4:00 PM
To: Casey, Carrie CIV SD
Cc: Hollis, Caryn, CIV, OSD-POLICY
Subject: RE: Thank You letters for LADM

CSC -- It would be very helpful if we could get a full set of the signed letters. Let me know when they're ready, and I'll get them. Thanks, Mike

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

From: Casey, Carrie CIV SD
Sent: Thursday, October 05, 2006 11:53 AM
To: MacMurray, Michael, CIV, OSD-POLICY
Subject: RE: Thank You letters for LADM

Thank you Mike. I'll go get them -- CSC

From: MacMurray, Michael, CIV, OSD-POLICY [mailto:Michael.MacMurray@osd.mil]
Sent: Thursday, October 05, 2006 11:53 AM
To: Casey, Carrie CIV SD; Hollis, Caryn, CIV, OSD-POLICY; Shanahan, John, COL (USAF), OSD-POLICY
Cc: Murphy, Mary Claire CIV SD; Stoner, Troy A CDR SD
Subject: RE: Thank You letters for LADM

Carrie Sue -- Fine. In the Protocol box in the front office you will find:

- 1) the original drafts with SD's handwritten edits
- 2) letters with his edits incorporated
- 3) snowflake re Pres. Bolanos (which is incorporated in the smooth letter)
- 4) disk with smooth letters (i.e., edits and SF incorporated)

Thanks for your help, Mike

~~FOUO~~

September 25, 2006

TO: Gen Pete Pace

CC: Tina Jonas
Brad Berkson

FROM Donald Rumsfeld

DR.

SUBJECT: U.S. Army: ~~Institutional~~ Army and Operational Army

A couple of years ago there was discussion as to whether or not it was desirable to increase the size of the Army. The Army proposed that they increase the size of the operational Army (the fighting Army) by reducing the size of the ~~institutional~~ Army (the non-operating Army) and, in addition, by temporarily increasing the overall Army by about 30,000 during the Army reorganization. There continues to be a debate about the size of the Army.

I would like some hard information as to how successful the Army has been in reducing size of the institutional Army and increasing the size of the operational Army. It seems to me we probably ought to also show the Special Operations Forces as a separate look, because that is an increase as well. We may want to also look at the size of the Marine Corps, since it also constitutes ground forces.

Please work with Tina Jonas and Brad Berkson to come up with a format, let me look at it and then let's get the data pulled together pretty quickly.

I am interested in seeing that we add some hard data to the debate that continues. Maybe we will find we do need to do something beyond what we are doing if, in fact, the Army is failing to increase the size of the operational Army along the lines they thought they could.

Thanks.

~~FOUO~~

OSD 15916-06



10/10/2006 4:57:38 PM

11-L-0559/OSD/60030

0001, 2

00000000

10 Oct 06



SECRETARY OF THE ARMY
WASHINGTON

INFO MEMO

10-10-2006 P03:11

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: Army End Strength Plan

- You asked for a status report on the FY04-11 Army End Strength Plan for the Active Component of the Army. More specifically, you wanted to see the progress that the Army is making on increasing the size of the operational Army and simultaneously reducing the size of both the institutional Army through military to civilian conversion as well as the Trainees, Transients, Holders, and Students (TTHS) Account.
- Our plan is to peak at 512.6K in FY08 and then return back to 482.4K by the end of FY11, if operational demands permit. This structure allocates strength as follows: 355K Operational, 75K Institutional, and 52.4K TTHS Account. To date, the Army is making solid progress (TAB A). We successfully reduced the number of soldiers in the Institutional Army from 103.6K in FY01 to 92.4K in FY06. We grew the Operational Army from 303.2K in FY01 to 340.4K in FY06. The TTHS Account has stayed more or less constant from FY01 to FY05 and has grown over the last year because of the large numbers of accessions in FY06. The end strength plan for FY07 to FY11 is included in the table (TAB A)
- A breakdown of the actual and planned conversion of the Institutional Army is also shown in TAB A. In terms of positions, the Institutional Army is composed of two broad categories: positions controlled by the Army, and positions controlled by other DOD organizations. Because of the cost involved in the conversion process, we may need the help of the OSD to meet the planned objectives for those positions controlled by other DOD organizations. (TAB B)
- The TTHS Account has historically fluctuated between approximately 62K and 71K. Current operational demands, AC/RC rebalancing, and record recruiting levels will challenge our ability to reach the goal of 52.4K. We are currently conducting a holistic review of entry, advanced and home station training for each Military Occupational Skill (MOS) to identify both redundancies and opportunities for more efficient management.

380.2

100006

OSD 15916-06



11-L-0559/OSD/60031

10/10/2006 4:54:31 PM

SUBJECT Army End Strength Plan

COORDINATION. (NONE)

Copy Furnished:

General Pace

Tina Jonas

Brad Berkson

Attachments:

As stated

Unclassified

Prepared By: Steve Galing, (b)(6)

Actual / Planned End Strength of the Active Component of the Army

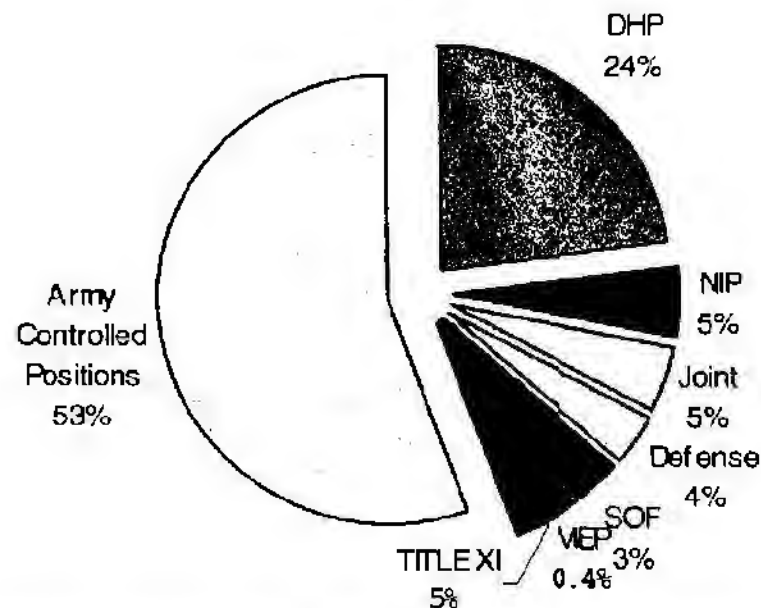
	Actual Strength								Planned		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Operational	303,224	314,620	336,263	331,148	324,080	340,383	342,930	357,400	358,895	359,020	355,000
Institutional	103,558	104,689	100,889	104,097	101,903	92,438	92,297	89,668	86,355	79,124	75,000
TTHS	63,000	67,234	62,147	64,298	66,745	71,857	68,000	65,500	60,500	57,000	52,400
TOTAL	469,782	486,543	499,299	499,543	492,728	504,678	503,227	512,568	505,750	495,144	482,400

Actual / Planned Conversion of the Active Component of the Institutional Army

	Actual Strength				Planned				
	2001	2002	2003	2004	2005	2006	2007	2008	2009
Institutional Army (Under Army Control)	58,697	56,368	49,315	52,777	52,139	50,004	44,447	41,011	
Institutional Army (Not under Army Control)	42,400	45,535	43,123	39,520	37,529	36,351	34,677	33,989	
Totals	104,097	101,903	92,438	92,297	89,668	86,355	79,124	75,000	



FY06 Breakdown of the Institutional Army



■ DHP ■ NIP □ Joint □ Defense ■ SOF ■ MEP ■ TITLE XI □ Army Enablers

Institutional Army

Military

Positions Controlled by the Army 49,315 (53%)

Positions Controlled by Others:

Defense Health Program (DHP)	22,323
National Intelligence Program (NIP)	4,916
Joint Programs	4,429
AC/RC Support (Title XI)	4,360
Defense Programs	3,612
Special Operations Forces (SOF)	3,161
Military Entrance Processing (MEP)	262
Sub-Total	43,123 (47%)

TOTAL

92,438

47% of Institutional Army military is controlled by other DOD activities

~~FOUO~~

September 25, 2006

TO: ~~Gen~~ Pete Pace

CC: Tina Jonas
Brad Berkson

FROM: Donald Rumsfeld

D.A.

SUBJECT: U.S. Army: Institutional Army and Operational Army

A couple of years ago there was discussion as to whether or not it was desirable to increase the size of the Army. The Army proposed that they increase ~~the sue~~ of the operational Army (the ~~fighting~~ Army) by reducing the size of the institutional Army (the non-operating Army) and, in addition, by temporarily increasing the overall Army by about 30,000 during the Army reorganization. ~~There~~ continues to be a debate about the size of ~~the~~ Army.

I would like some ~~hard~~ information as to how successful the Army has been in reducing ~~size~~ of the institutional Army and increasing the size of the operational Army. It seems to me we probably ought to also show the Special Operations Forces as a separate look, because that is an increase as well. We may want to also look at the size of the Marine Corps, since it also constitutes ground forces.

Please work with Tina Jonas and Brad Berkson to come up with a format, let me look at it and then let's get the data pulled together pretty quickly.

I am interested in seeing that we add some hard data to the debate that continues. Maybe we will find we do need to do something beyond what we are doing if, in fact, the Army is failing to increase the size of the operational Army along the lines they thought they could.

Thanks.

~~FOUO~~

11-L-0559/OSD/60035

~~FOUO~~

October 10, 2006

TO: Dr Bill Luti

FROM: Donald Rumsfeld *DR*

SUBJECT: Quotes

Are you absolutely certain the quotes you sent me are right? They are unbelievable. Why doesn't someone send them to every editorial board in the nation?

DHR:dh
SP101006-26

.....

0007

10 OCT 06

~~FOUO~~

11-L-0559/OSD/60036

OSD 15918-08



10/10/2006 6:33:56 PM

2/11
400



ADMINISTRATION AND
MANAGEMENT

OFFICE OF THE SECRETARY OF DEFENSE
1950 DEFENSE PENTAGON
WASHINGTON, DC 20301-1950

10/11
DEP SEC DEF
HAS BEEN
GE APPROVED
OCT 16 2006

ACTION MEMO

OCT 11 2006

12-7
10/11
FOR: ^{Deputy} SECRETARY OF DEFENSE

FROM: Michael B. Donley, Director, Administration and Management ^{MD}

Robert Rangel

SUBJECT: Review of DoD's Federal Advisory Committee Management Program

- In February 2005, the number of DoD-supported Federal Advisory Committees was reduced from ~62 to 53. At your request (Tab B) an independent review was undertaken by the Logistics Management Institute (LMI) to look at the scope of the Department's program and provide recommendations on ways to further reduce the number of boards, commissions, and task forces.
- The total number of committees continues to change. Currently, there are 52 DoD-supported Federal Advisory Committees: 22 non-discretionary, with three of the 22 being exempt from the Federal Advisory Committee Act (FACA); and 30 discretionary advisory committees. Of the 52, 16 are educational-related committees that, for the most part, involve school accreditation. This leaves 36 committees directly involved with core DoD-related issues.
- Building on LMI's analysis, my office is working with the OSD staff and Service components to develop a committee management model that consolidates similar activities, reducing the number of committees, folding smaller committees into larger ones (such as the Defense Science Board (DSB)) and reducing administrative overhead. Because the subjects cross organizational boundaries, involve multiple political equities, and in some cases require statutory change, we plan to continue tackling this work on a continuing basis.
- For this round, the most significant proposal is establishment of a Defense Health Board (DHB). In creating a DHB we would disestablish four separate boards for Pathology, Epidemiology, Mental Health, and Amputee Patient Care and make them sub-committees of the new DHB. Oversight of these boards, previously assigned to the Secretary of the Army, would be realigned to the Assistant Secretary of Defense for Health Affairs. In addition, separate advisory committees on Electronic Devices and Nuclear Weapons ~~Surety~~ would be disestablished and realigned under the DSB;

SD CA		DSD SA	10/11/06
SD SMA		DSD SMA	10/11/06
SD MA		DSD MA	
TSA	10/11/06	DSD CA	
STP DIR			
ES	10/11/06	1330	
ESR	10/11/06	ESD	

- we've blown thru all the deadlines in the spreadsheet

11-L-0559/OSD/60037

OSD 15825-06



10/11/2006 8:40:45 AM


3151

1102706

and two actuarial boards (for Retirement and Educational Benefits) will be proposed to Congress in **FY08** for consolidation into a single advisory committee.

- The proposed changes at Tab A, once implemented, will effectively reduce the total number of DoD-Supported Federal Advisory Committees ~~from~~ the current 52 to **47**, including 21 non-discretionary and 26 discretionary advisory committees. The number, however, continues to fluctuate based on congressional action. The **FY07** DoD Authorization Act created one new task force to look at Military Health ~~Care~~, which we should be able to align under the DHB.
- I will continue to scrutinize the remaining committees. Working with the Services, the DoD GC and the Committee Management Secretariat for the General Services Administration, who manages the Executive Branch Federal Advisory Committee Management **Program**, I believe that additional opportunities can be realized (e.g., consolidating the Navy's **two** educational advisory committees; reviewing the Army's three existing Corps of Engineers advisory committees, one of which was established 40 years ago; and evaluating **our** two existing Reserve Forces-related committees to determine our future requirements). Since these potential opportunities may require legislative action and extensive stakeholder coordination, I recommend we proceed with the gains achieved in this round.

RECOMMENDATION: That the ^{DEPUTY} Secretary of Defense approve the proposed changes at Tab A.

Approve  Disapprove _____ Other _____
10-16

COORDINATION: Tab C

Attachments
As stated

Prepared by: Jim Freeman (b)(6) extension 128

TAB A

TAB A
Recommendations to be Implemented

1. Merge ~~the~~ DoD Education Benefits Board of Actuaries and the DoD Retirement Board of Actuaries into a single advisory committee
 - a. Change requires formal change to title 10, U.S.C.
 - b. Proposed legislative change already submitted for FY 2008 Legislative Program
2. Establish Defense Health Board
 - a. Disestablish three existing Discretionary Advisory Committees (the Board of Directors Amputee Patient Care **Program**; the Scientific Advisory Board of the Armed Forces Institute of Pathology; and the Armed Forces Epidemiological Board), and reestablish them as subcommittees to a new Defense Health Board
 - b. Disestablish existing Non-Discretionary Advisory Committee (DoD **Task Force on Mental Health**) **as** a subcommittee **to** the Armed Forces Epidemiological Board, and re-establish it **as** a subcommittee to a new Defense Health Board
 - c. Realign DoD Sponsorship from the Secretary of the **Army** to the USD (P&R)
3. Disestablish two Discretionary Advisory Committees (**DoD** Advisory Group on Electronic Devices; and ~~the~~ Joint Advisory Committee on Nuclear Weapons **Surety**), and re-establish as subcommittees to the Defense Science Board

TAB B

~~FOUO~~

February 23, 2005

TO: Ray DuBois
FROM: Donald Rumsfeld *DR*
SUBJECT: Boards, Commissions, Etc.

I hope you have moved ahead on this eliminating unnecessary boards and commissions matter.

My impression is that a 12% reduction from 60 to 53 is not impressive. Should we get some outsiders to take a look at it?

Thanks.

Attach.

7/1/04 SecDef memo to Ray DuBois

1/3/05 DuBois memo to SecDef

DHR:se
022205-21

.....
Please respond by

3/10/05

~~FOUO~~

July 1, 2004

TO: Ray DuBois
FROM: Donald Rumsfeld *DR*
SUBJECT: Eliminating Boards, Commissions, etc.

I received your proposal on Boards and Commissions. Please get with Jim Haynes, the relevant Service secretaries and OSD people, and make a specific proposal on a way forward.

Thanks.

Attach.

6/25/04 DuBois memo to SD [OSD 09717-04]

DHR:dh
070104-21

.....
Please respond by

8/13/04

*States ?
Two Title*

*Sir,
Response attached.*

(b)(6) *DR*

*42
Lt Col Leary*

JAN 10 2005

OSD 09717-04

Tab B - Steps to be Taken

Initiative/Steps	INITIATIVES TO BE IMPLEMENTED		Timeline/Remarks
	OPR	OCR	
Merge the DoD Education Benefits Board of Actuaries and the DoD Retirement Board of Actuaries into a single advisory committee			Complete all actions within 60 days of enactment (2007-2008 timeframe)
1. Consultation with External Stakeholders a. Committee Members b. OMB and Congressional Leaders	USD (P&R) USD (P&R)	SATSD (WH) ¹ ASD (LA) USD (C) DoD GC	➤ Explanation of charges and new committee's role should take place at the earliest opportunity before any legislative changes are proposed
2. Draft and Submit Legislative Changes	USD (P&R)	ASD (LA) USD (C) DoD GC	➤ Proposed legislative change submitted August 7, 2006 for FY 2008 Legislative Program
3. DoD Implementation a. Disestablishment of existing Committees i. Complete Annual Comprehensive Reports and Annual Closed-Meeting Reports b. Establish new Committee i. Appoint DFO ii. Draft and File Charter	USD (P&R) DFO USD (P&R) CMO	CMO ² SATSD (WH) CMO CMO DFO	➤ Assuming congressional approval and enactment then DoD can establish the new committee ➤ No Federal Register Notices are required for non-discretionary advisory committees ➤ No formal CMS consultation is required for non-discretionary committee's charters
4. Committee Member Appointments a. Determine which members will sit on parent committee and subcommittees b. Appoint new committee chairperson c. Reappoint members to the parent committee and the subcommittees	USD (P&R) USD (P&R) USD (P&R)	SATSD (WH) SATSD (WH) SATSD (WH)	➤ Determination of which members should be on the parent committee and which ones should be on the subcommittees can happen once the USD (P&R) makes his determination ➤ Once this &ne then it is a question of changing the appointments for the existing members and appointing new members, <i>if required</i>

¹ SATSD (WH) - Special Assistant to the Secretary of Defense (White House Liaison)

² CMO - Committee Management Officer

Tab B - Steps to be Taken

Initiative/Steps	INITIATIVES TO BE IMPLEMENTED	
	OPR	OCR
Establish Defense Health Board		
1. Consultation with External Stakeholders		
a. Committee Members	ASD (HA)	SATSD (WH)
b. Professional Associations	ASD (HA)	ASD (PA)
c. Military Associations	ASD (HA)	ASD (PA)
d. Congressional Leaders	ASD (HA)	ASD (LA)
2. Committee Member Appointments		
a. Determine which members will sit on parent committee and which ones will sit on the subcommittees	ASD (HA)	SATSD (WH)
b. Appoint new committee chairperson	ASD (HA)	SATSD (WH)
c. Reappoint members to the parent committees and the subcommittees	ASD (HA)	SATSD (WH)
3. Disestablish existing Committees		
a. Complete Annual Comprehensive Reports and Annual Closed-Meeting Reports	DFO	CMO
b. CMS Consultation on terminating committees	CMO	CMS ³
c. Federal Register Notice on terminating committees	CMO	GPO
d. Realign existing Armed Forces Epidemiological Board "secretariat staff" to OASD (HA)	USD (P&R) & DA&M	DoA
4. Establish new Committee		
a. Appoint new DFO	USD (P&R)	CMO
b. Draft new Committee Charter	CMO	DFO

³ CMS – Committee Management Secretariat for the General Services Administration

Initiative/Steps	OPR	OCR	Timeline/Remarks
c. Obtain DoD GC coordination	CMO	DoD GC	b Once the Charter is drafted and ready for DoD GC coordination then the remaining steps must be in sequence b Federal Register Notice for new committees must appear for 15 calendar days before the charter can be filed
d. Seek CMS Consultation	CMO	CMS	
e. Publish Federal Register Notice announcing new committee	CMO	DFO/GPO	
f. File new Committee Charter	CMO		

Initiative/Steps	INITIAL DATES TO BE IMPLEMENTED		Timeline/Remarks
	OPR	OCR	
Disestablish two Discretionary Advisory Committees (DoD Advisory Group on Electronic Devices; and the Joint Advisory Committee on Nuclear Weapons Survey), and re-establish as subcommittees to the Defense Science Board			Complete all actions no later than October 1, 2006
1. Consultation with External Stakeholders a. Committee Members b. Professional Associations	USD (AT&L) USD (AT&L)	SATSD (WH) ASD (PA)	NLT September 8, 2006 ➤ Explanation of changes and new committee's role should take place at the earliest opportunity before any public announcements (Federal Register Notices) are made about the proposed changes
2. Committee Member Appointments a. Determine which members will sit on parent committee and which ones will sit on the subcommittees b. Appoint new committee chairperson, if necessary c. Reappoint members to the parent committees and the subcommittees	USD (AT&L) USD (AT&L) USD (AT&L)	SATSD (WH) SATSD (WH) SATSD (WH)	NLT September 18, 2006 ➤ Determination of which members should be on the parent committee and which ones should be on the subcommittees can happen once the SecDef approves the new committee ➤ Once this done then changing the appointments for the existing members and appointing new members, if required, but not before the new charter is filed
3. Disestablish existing Committees a. Complete Annual Comprehensive Reports and Annual Closed-Meeting Reports b. CMS Consultation on terminating committees c. Federal Register Notice on terminating committees	DFO	CMO	NLT September 30, 2006 ➤ Reports are completed by DFO and certified by the CMO and the CMS; reports can be completed at anytime during the fiscal year once the committee concludes all its scheduled meetings ➤ CMS consultation is pro forma action ➤ A single Federal Register Notice on termination and how the former committees will be subcommittees of the DSB is allowed

Tab B - Steps to be Taken

INITIATIVES TO BE IMPLEMENTED		INITIATIVES TO BE IMPLEMENTED	
Initiative/Steps	OPR	OCR	Timeline/Remarks
4. Establish new Committee			NLT October 1, 2006
a. Draft new Committee Charter , if necessary	USD (AT&L)	CMO	9 Most of these steps can be done in conjunction with actions to disestablish the existing committees
b. Obtain DoD GC coordination, if necessary	CMO	DFO	9 Once the Charter is drafted and ready for DoD GC coordination then the remaining steps must be in sequence
c. Seek CMS Consultation, if necessary	CMO	DoD GC	➤ Federal Register Notice for new committees must appear for 15 calendar days before the charter can be filed
d. Publish Federal Register Notice announcing any major changes to the existing DSB Charter, if required	CMO	CMS	
e. File new Committee Charter, if required	CMO	DFO/GPO	

TAB C

Coordination:

CONCUR

~~Under Secretary of Defense (AT&L)~~

~~Under Secretary of Defense (P)~~

~~Under Secretary of Defense (P&R)~~

~~Under Secretary of Defense (C)~~

~~Under Secretary of Defense (I)~~

~~Assistant Secretary of Defense (LA)~~

~~Assistant Secretary of Defense (PA)~~

~~General Counsel~~

~~Special Assistant to the Secretary of Defense for
White House Liaison~~

~~Secretary of the Army~~

~~Secretary of the Navy~~

~~Secretary of the Air Force~~

~~Chairman of the Joint Chiefs of Staff~~

Mr. Krieg

Mr. Henry

Dr. Chu

Ms. Sarah Simpson

Colonel MacKrell

Via telecon

Mr. Wilkie

Mr. Whitman

Mr. Koffsky

Mr. Jim O'Beirne

Ms. Bonuccelli

Via telecon

Mr. Winter

Mr. Davidson

Major General Custer

September 7, 2006

September 7, 2006

September 21, 2006 — *Last*

September 6, 2006 *chop*

September 5, 2006

September 14, 2006

August 30, 2006

August 23, 2006 — *eaches!*

September 6, 2006 *chop!*


September 5, 2006

September 13, 2006

August 30, 2006

August 29, 2006

WHS SUMMARY SHEET

	TO	ACTION	Signature, Name and Date		TO	ACTION	Signature, Name and Date
1	WHS (A&PS)	COORD		6			
2	CCS Manager	LOG IN	<i>LB Hunt 9/22/06</i>	7			
3	Dep. Dir., A&M	INFO	<i>Reardon 9/22/06</i>	8			
4	DA&M	SIGN	<i>MD 10/11</i>	9			
5	CCS Manager	LOG OUT	<i>LB Hunt 10/10/06</i>	10			

Name of Action Officer: Jim Freeman	Symbol: WHS (A&PS) (AS)	Phone: (b)(6)	Suspense Date:
Subject: Top-to-Bottom Review – Secretary of Defense Approval			Date: September 21, 2006

- Summary:
- All the Principals have coordinated on the proposed changes to the DoD-Supported Federal Advisory Committee Management Program resulting from the Top-to-Bottom Review, and the final package is ready for approval by the Secretary of Defense (Tab 1). These changes, to include the one involving changes to title 10, once implemented will reduce the total number of committees from 52 to 47. Of the remaining 47 committees, we will have 21 non-discretionary and 26 discretionary advisory committees, with 15 of the 47 involving education and accreditation issues.
 - The biggest changes associated with these proposals are: (a) the Defense Science Board absorbing the functions of two previously chartered committees; and (b) the establishment of the Defense Health Board, which will absorb the functions of three previously chartered committees. We are proposing, based upon the Principal's recommendations, that these changes occur no later than October 1, 2006, which coincides with the GSA cycle date for the President's Annual Comprehensive Report. Due to certain legal requirements – the Defense Health Board must be announced in the Federal Register for 15 calendar days before it can be established – we need to get the Secretary of Defense's approval at the earliest opportunity. The Federal Register notice has already been coordinated and we are holding it in abeyance pending the Secretary of Defense's approval.
 - We have already developed the necessary Federal Register notices and charter changes and coordinated them with the appropriate staff elements – all we need to implement is the Secretary of Defense's approval.
 - As mentioned in memorandum to the Secretary of Defense, we intend to re-address some additional opportunities after the beginning of the fiscal year. Preliminarily we have identified eight potential initiatives for the Principals to consider ... we will forward these to you for your consideration after we implement the Phase I recommendations. The Phase II recommendations will be a little more difficult to staff and will probably represent the point of diminishing returns when it comes to reducing the number of advisory committees.

RECOMMENDATION

- That the DA&M sign the proposed memorandum at Tab.1.



Frank M. Wilson
Chief, Administrative Services Division
Administration & Program Support

1 Tabs
1. Proposed DA&M Memo, w/3 Attachments

~~FOUO~~

September 12, 2006

TO: Eric Edelman
CC: Steve Bucci
Cathy Mainardi

FROM Donald Rumsfeld *DR*

SUBJECT: Keith Payne and Deterrence

Please tell Keith Payne that I would like him to come talk to me about what he thinks is the best way to deter a country from giving lethal weapons to a terrorist organization.

When he is ready to talk, let me know and we will get him in.

Thanks.

DHR:dr
SF091206-12

Please Respond By 10/12/06

~~FOUO~~

11-L-0559/OSD/60052

000.5

12 SEP 06

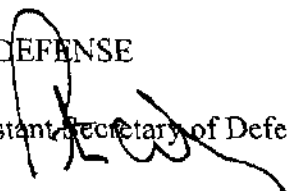
6 OCT 06

~~FOUO~~

INFO MEMO

FOR: SECRETARY OF DEFENSE

USDP 

FROM: Peter Flory, Assistant Secretary of Defense (ISP)  OCT

OCT 10 2006

SUBJECT: Meeting with Keith Payne on Deterrence

- You asked us to arrange for Keith Payne to meet with you to discuss deterrence.
- Dr. Payne is preparing a briefing to present to you in the very near future.
- We are working with your scheduler to get him on your calendar next week, or soon thereafter.



Prepared by: Bernie Victory (b)(6)

~~FOUO~~

11-L-0559/OSD/60053

OSD 15935-06



10/11/2006 10:36:50 AM

COORDINATION

Joseph Benkert, PDASD, ISP

Brian Green, DASD, Forces Policy

Brig Gen Katherine Roberts, USAF, Princ. Dir, Forces Policy _____

David Stein, Director, Strike Policy and Integration

JB 2/6
BG 10/5/06

CS 5.10.06

~~FOUO~~

September 12, 2006

TO: Eric Edelman

CC: Steve Bucci
Cathy Mainardi

FROM: Donald Rumsfeld

D.R.

SUBJECT: Keith Payne and Deterrence

Please tell Keith Payne that I would like him to come talk to me about what he thinks is the best way to deter a country from giving lethal weapons to a terrorist organization.

When he **is** ready to talk, let me **know** and we will get him in.

Thanks.

DHR:dh
SF091206-12

.....
Please Respond By 10/12/06

~~FOUO~~

11-L-0559/OSD/60055

~~FOUO~~

October 11, 2006

220.02

TO: The Honorable Joshua B. Bolten
CC: Stephen J. Hadley
FROM: Donald Rumsfeld *DR*
SUBJECT: Lieutenant General Russ Honore

Russ Honore, the general officer who did such a great job in connection with the Katrina situation, is going to be retiring August 1, 2007. It struck me that a man with his enormous capabilities for planning and operations could be a fabulous asset at FEMA or the Department of Homeland Security. You might want to think about it.

Regards,

DHR:ss
SF101106-02

11 Oct 06


~~FOUO~~

11-L-0559/OSD/60056



FOUO

October 11,2006

TO: The Honorable Joshua B. Bolten
CC: Stephen J. Hadley
FROM: Donald Rumsfeld 
SUBJECT: Lieutenant General Russ Honore

Russ Honore, the general officer who did such a great job in connection with the Katrina situation, **is** going to be retiring August 1,2007. It struck me that a man with his enormous capabilities for planning and operations could be a fabulous asset at **FEMA** or the Department of Homeland Security. **You** might want to think about it.

Regards,

DHR_{ss}
SF101106-02

FOUO

11-L-0559/OSD/60057

~~FOUO~~

October 11, 2006

TO: The Honorable Joshua B. Bolten
CC: Stephen J. Hadley
FROM: Donald Rumsfeld *DR*
SUBJECT: Lieutenant General Russ Honore

Russ Honore, the general officer who did such a great job in **connection** with the Katrina situation, is going to be retiring August 1, 2007. It struck me that a man with his enormous capabilities for planning and operations could be a fabulous asset at FEMA or the Department of Homeland Security. You might want to think about it.

Regards,

DHR:ss
SF101106-02

~~FOUO~~

11-L-0559/OSD/60058

~~FOUO~~

October 11, 2006

TO: Vice President Richard B. Cheney
FROM: Donald Rumsfeld *DR*
SUBJECT: Transcript of CFR speech by General Jones and Two News Articles

Afghanistan

Attached is the transcript of Jim Jones's discussion that I sent to Steve Hadley, along with two articles that have totally different headlines and takes on what he said at the meeting.

Just for your information.

Attach: CFR transcript of 10/4/06 speech by General Jones; 10/4/06 *U.S. News & World Report* article by Linda Robinson; 10/5/05 *Washington Post* article by Thomas E. Ricks

DHR:as
SP101106-06

11 Oct 06

~~FOUO~~

11-L-0559/OSD/60059

OSD 15976-06



10/11/2006 5:44:42 PM

NATO's Role in Afghanistan [Rush Transcript; Federal News Service]

Speaker: James R. Jones, General, Supreme Allied Commander, Europe

President: Jonathan Karl, Senior National Security Correspondent, ABC News
October 4, 2006

Council on Foreign Relations

The Washington Club

Washington, DC

JONATHAN KARL: All right, welcome. I'd like to welcome everybody to today's Council on Foreign Relations meeting. Thank you for coming.

Before we get started, just the obligatory reminder for all those cell phones and BlackBerries and everything else, if we can, please, at the very least turn them to the silent position, I would appreciate it. And I would also like to remind everybody here, as it should be obvious from the presence of Tom Ricks and a few others, this meeting is on the record; everything here is on the record at the general's request. Obviously, General Jones needs no introduction. You have his bio. If I were to read through his bio, it would take up most of the next hour. So I will skip that.

GENERAL JAMES L. JONES: That's all right. Read it!

KARL: I just wanted to make a couple of quick points about General Jones. Obviously, an authentic American hero—Silver Star winner, decorated many times over. But he's also somebody that survived time working in the Washington office after Vietnam with John McCain doing legislative affairs. So he's been through a lot. And General Jones, obviously, the 32nd commandant of the Marine Corps, also the first commandant of the Marine Corps ever to leave that job at the end of his term and go on to another job on active duty, where he is currently the commander for U.S. European Command, and also—and one of the greatest titles I think you can have, the Supreme Allied Commander of NATO.

And it's a real honor to have you here with us.

I would also just add, in all the Marines that I have spoken to in advance of this meeting, the one thing that comes across—the phrase that's repeated over and over again is that General Jones is a Marine's Marine, one of the most respected men in uniform.

And again, it's a real honor to have you here. I know you have some opening comments.

JONES: Thank you. Thanks, Jon. And I'd like to thank everyone for being here. I didn't realize Afghanistan was such a passionate topic—(laughter)—especially to

members of the Pentagon press corps. I don't think I was this successful in the Pentagon briefings to get this turnout, so I'm delighted.

Let me just start off, if I could, with a couple of comments about Afghanistan. This is actually a historical moment today for the alliance—actually tomorrow will be, precisely—because in addition to being engaged on three different continents with quite a few soldiers, sailors airmen and Marines—somewhere around 38,000 and climbing, which is not generally known—in the Balkans, in the Mediterranean, in counterterrorism operations and on the high seas, NATO's Article 5—only Article 5 mission is still ongoing, in Iraq, in a training mission, training and equipping mission for the Iraqi army, a small footprint in support of the African Union, the African Union in Addis Ababa, Ethiopia, where we're conducting troop lifts in and out of the Sudan. NATO is really engaged in a lot of out-of-area operations. As a matter of fact, the term "out of area" doesn't really apply anymore because that geographical restriction has faded into history. NATO's also getting ready to certify a NATO response force, which is also a new operational concept, that will give the alliance much more flexible capability to do things rapidly at very long distances.

But Afghanistan remains the flagship mission for the alliance. This operational plan which is depicted to my left was briefed to the North Atlantic Council, the ministers of defense, in February of 2004, and now here on October 5th, 2006, the counterclockwise rotation which started in Kabul and then went north and west, and then south this year, and now tomorrow will move to the east, essentially means that 37 sovereign nations have taken on the collective responsibility for security, stability and reconstruction in Afghanistan.

For the alliance this is a historical moment made possible by the recent decision by U.S. authorities to transfer—to the transfer of authority of some 12,000 soldiers—and I mean soldiers in a generic sense—to NATO effective October 5th.

So this is an important day, one that will in fact bring about a renewed sense of commitment, certainly a unity of command, unity of effort and focus of, as I said, 37 sovereign countries that are engaged on making Afghanistan be a success. And I account myself as one of those who is optimistic for—that Afghanistan will be a success provided we continue to do the right things.

On that score, let me call your attention to the chart on my right, which is going to be replaced momentarily. This has to do with the business of what it takes to be successful in Afghanistan, in my view, and in my view, Afghanistan will not be resolved by military means. The military coefficient and footprint is very important. I

believe that we have—while we are always looking for more capability, more equipment, generally speaking, the troop strength in Afghanistan under the current threat envelop is adequate for the mission, and I'm confident that we can take on any military challenge that there is and be successful.

But the real challenge in Afghanistan and for the success is how well the reconstruction mission, the international aid mission is focused, and on that score, I think there is a requirement to do more and to bring more focus, more clarity and more purpose and more results in a shorter period of time. And fundamentally, this is the exit strategy for Afghanistan.

If you look at the five pillars that are depicted, you're looking at the representation of five G-8 nations that have taken on responsibility to be a lead nation in this reform effort. Three of those pillars need massive attention, specifically the battle against counternarcotics, which touches every aspect of the recovery in Afghanistan. The money from this growing program—and it is growing—fuels the insurgency. It allows the opposition to build the IEDs that kill and wound innocent civilians and wound and kill soldiers of the alliance. It fuels the corruption problem in Afghanistan. It fuels the criminal element, and it touches every aspect of Afghan reconstruction. Included in that is the economic reconstruction.

There are a lot of figures out there that say, you know, can you put a figure on it? Anything that touches over 50 percent of the gross domestic product of a country, such as the narcotics problem in Afghanistan, is a big problem. And it needs more attention. It needs more clarity, more definition and more purpose. It is truly the Achilles' heel of Afghanistan.

The other two pillars that need to be—need some attention that has to happen almost sequentially or simultaneously, I should say, are the judicial reform. Corruption is a big problem in Afghanistan.

On that score, the results in the last three years have been, in my view, singularly unimpressive. And the Karzai government and those countries that are helping in this reconstruction aspect of Afghanistan need to have—show quicker and better success in as short a period of time as possible.

And lastly, the third one is the police reforms. Although the—there are numbers that are fairly impressive as to the number of policemen on the streets, the quality of the training needs to be enhanced. The quality of pay needs to be started, in some cases. And we must lift those very, very important functions out of the temptation of

corruption by making sure that we have the right investment, the right training and the right education of these forces.

So those three pillars are fundamentally very important to the near term of Afghanistan.

Not on that chart is another important program that I would like to highlight, and that's the idea of strategic communications inside the country. We simply have to do a better job explaining to the Afghan people why it is that they should be for what is happening in Afghanistan and against the alternative. Generally speaking, the Afghan people get it, but there is growing—there—obviously growing impatience with the rate in which these reforms are going to touch their lives.

NATO just completed a very, very important operational success in the south in the aftermath of Operation Medusa. And here I would like to pay great tribute to the troops of Canada, the United Kingdom and other countries—Holland, Estonia, Portugal, the United States and all of the countries that came to—that rallied to the fight in the southern region for this important, decisive moment, which will be followed very quickly by evidence of reconstruction, so it touches the people's lives. There are many questions about the level of violence in Afghanistan. Let me just touch on that briefly.

In the south, the level of violence was predictable. We have never had troops permanently stationed in the south. There are now 9,000 NATO troops in the southern region. This is a first. This is an area that has largely been untouched by reconstruction. It's been affected by corrupt leadership, inadequate pay for government officials, and it has been the traditional home of the Taliban and the traditional crossroads of the narco-trafficking problem as well as criminal elements. So everything that we want to fix in Afghanistan is in the southern region.

And with the clear military victory that just occurred—I did express some surprise at the tenacity of the Taliban. What was really surprising was the fact that they tried to fight NATO troops almost conventionally, and they took a pretty heavy beating for it.

I don't expect them to make that mistake again. And they'll probably go back to this war of attrition that they're better at than conventional battle.

But the point is that anything we do militarily is perishable if it's not accompanied by reconstruction, and the 37 nations of the alliance understand this. The idea in Afghanistan is not to make more enemies than we already have and not to do anything that's not good for the people. And I think if we can fix the focus of the international reconstruction, keep the military doing what it's doing, celebrate the

primacy of the provincial reconstruction teams which are symbolically and actually very, very important in the difference they're making in the Afghani lives, then I think we could be on a very good track in a relatively short period of time.

I know you want to ask some questions. Jon, I'll just—I'll stop with that, and I'll be happy to respond to anything that people might want to talk about.

KARL: Well, picking up on the—(applause)—and I want to ask you about your plans and where we're going ahead in Afghanistan, but first let's take a step back. We're now at the point where this year, there have been more coalition deaths by a considerable number than there were last year. There have been already more than three times the number of coalition deaths (than) there were in all of 2004. You know the rest of the litany. Opium production is at record highs. You touched on some of the problems with the government. Just looking back, we're five years into Afghanistan. This was the model. This was the success story. What went wrong?

JONES: Will, I'm not willing to concede that anything has gone wrong, per se, and I actually believe that there is more—there are more right things than wrong things. But I do recognize that we are at a point where we need to put more focus in certain areas in order to continue to proceed in the right direction.

I've already said that the narcotics problem is the Achilles' heel, and I believe that. I think it affects every aspect of Afghan life, the problems with the government, the money that is used to fuel the combat and the opposition.

But where we are able to put in good governance, good leaders, good governors, where we're able to make sure that the Afghan army—which, by the way, is one of the success stories of Afghanistan. This was an army that contributed immeasurably in the success of Operation Medusa. It is in the thirty-thousands now, so it's about half-way to its eventual size. But it is an army that actually the people of Afghanistan are proud of, and that accounts itself very well on the ground.

But where we're able to make those changes—good governance, good police, good military leadership—the Taliban and the opposition drift off into areas where they can make more mischief.

KARL: But, I mean, if I can just—let me ask you, though, if I can try, on what some people have suggested has gone wrong. I mean, you're five years into this. The narcotics problem is not a new phenomenon. You said in your opening remarks that we basically hadn't done anything in the south until now. I mean, was it a mistake, perhaps, to rush into Iraq and not put enough focus into Afghanistan? (Laughter.) Did we think it was a—you know—did we—and I don't need you to talk about Iraq—

JONES: No, I know. Yeah, thank you. Thank you.

KARL:—but did we abandon Afghanistan? (Laughter.)

JONES: No, look, I think that first of all, the good things that have happened are that the Afghani people have voted in tremendous numbers on two major elections—the presidential elections and the parliamentary elections. There are some incredible stories of personal bravery to do that. Today in Afghanistan, 6 million children are going to school; 2 million of them are women. There's been thousands of kilometers of roads built. There are success stories in pockets around the country.

But you cannot be everywhere at the same time. Afghanistan's a big country. The first domino to fall in Afghanistan was to cause the collapse of the Taliban, and that happened. And in much of the country, in the north, for example, the threat is very low; in the west it's moderate; in the south it's high; and in the east it's high. And in the capital region, aside from occasional acts of violence, people are in the streets leading normal lives, stores are open, restaurants are open, hotels are open, and life is, in fact, struggling to achieve some normalcy and some sense of progress for the future.

This is palpable in the country. We can accelerate this process, and the areas that I've highlighted need more focus. And I think everybody recognizes that. The challenge is: How do you do that, who does it, how do you get everything from NGOs to 37 governments focusing, for example, on judicial reform?

There are a thousand prosecutors in Afghanistan. They live on \$65 a month. They cannot exist on \$65 a month in Kabul. An interpreter for the United Nations makes about \$630 a month. There's something backwards there, and somebody needs to fix that. Interpreters are important, but prosecutors that are not corrupt are even more important. The attorney general of Afghanistan, who is a man by all reputation who is uncorruptable, when asked, "What is it that you need to ensure that your prosecutors can do their jobs and actually start putting people who should be in jail behind bars," he said, "If you were able to pay my 1,000 prosecutors \$350 a month, they would be above—beyond corruption." That's a fairly simple solution, I think, and we have to figure ways to do that.

So is everything going great? No. But is there going to be a military defeat? No. So the battle is over hearts and minds and whether you can bring—whether 37 countries working together can bring the changes that are required to jump-start that society. And with 37 countries under all the mandates that you want, all the

legal authorities, the U.N. resolutions, you can do this. And I think it's a—eventually it'll be a success. It just depends on how much time we want to spend doing it.

KARL: So tomorrow—very timely your visit here, in addition to the publishing of a new book that was just out—tomorrow, NATO takes over responsibility for stability and reconstruction in the country. You will have 12,000 American troops under NATO with the largest operation for U.S. under NATO ever.

Is NATO really up to the job, given the problem that you face as a NATO commander in terms of all the conditions that are put by various countries, the so-called caveats? You know, "Yes, we're going to commit forces"—and even that's been hard—"but you get the forces, but no, they can't, you know do night patrols. No, they can't operate in the south." I mean, you're—you mentioned the Canadians and the British, but I mean, the Italians, the Germans, the French, others—you're under some real restraints there, aren't you?

JONES: Yeah. (Laughter.)

KARL: But you're the Supreme Allied Commander!

JONES: I know.

The reality of an alliance like NATO, with 26 sovereign nations, is that we spend a lot of time getting consensus. NATO is an alliance that operates under consensus. You have to have consensus to take on a mission. Then you have to have consensus on the size force that you're willing to—that you want to raise, what are the rules of engagement, what are the rules of detention, how do you—and everything has to be agreed.

So you get to the point of where everything's agreed that you're going to take on a mission, and then you raise the force. And then the room gets a little quieter because that costs real money. Under NATO, if you provide forces, Nation X provides forces, Nation X pays for everything that has to do with those forces. It's not a bad system, but it just means that you really have to work hard to get those forces. And once you get those forces, many times there are national restrictions as to what the providing country will allow those forces to do. We battle that. And they are called caveats. In Afghanistan—I'm on record, and I'll say it again—we have, in my view, too many caveats. Every chief of defense knows it. They're tired of taking telephone calls from me. But I'm going—we're going to keep on talking about it because, little by little, we do make progress and we whittle it down.

In 2004 in Kosovo, we had so many caveats that our commanders spent more time trying to figure out what they couldn't do with their forces than what they could do.

Today, in 2006 in Kosovo—which, by the way, is another important NATO mission, and it will be in the headlines somewhere by the end of the year—but we have very few caveats. Nations have understood that this was an untenable situation, and we've made great progress over a couple of years on caveats and restrictions. We need to do the same thing in Afghanistan. There are roughly about 50 restrictions that have an operational impact on the commander of ISAF's ability to use his forces. I want to see that number go down. We will continue to work with nations to do that. It is slow. **It's** not automatic. But it doesn't mean that we're going to fail. It doesn't mean that.

I actually believe that caveats, when they're known, put a nation's troops at more risk than the nations who don't have caveats. If you're a thinking enemy like we're facing in Afghanistan, they want to find out which are the troops that won't fight, or that won't fight with the freedom that others do, and naturally they gravitate that way.

So fewer caveats is important. Caveats also mean that you have to compensate for what some troops can't do with other troops that can. So you actually wind up contributing more forces and it gets more expensive.

So that's the story on caveats. It's not a show-stopper, but it certainly is something that we have to keep working on.

KARL: What are—just so we can understand what we're talking about here, what are some of the known caveats? You said there are 50. How much—

JONES: Well, essentially, the ones that are the most hurtful are the ones that—say you have quick response forces around the country in the different sectors that we've pointed out there on that map. A caveat would be a nation that has a company-size quick response force and says these forces cannot be used outside of this geographical boundary. So if that's true and that holds, that means that if you have a crisis in another part of the country, the commander cannot quickly go to those forces without going back to the capital and getting national authorization or not, as the case may be, to use those forces in a certain way.

On the battlefield of rapidly changing environments, you—the tyranny of distance and time work against you. So the better—the more control a commander has and the more agility he has and the more capability he has is directly related to the number of caveats we have to accomplish the mission.

Another one could be—you mentioned it yourself—our forces cannot be used at night. Another one is our forces cannot be used to fight the Taliban, for example.

KARL: Our forces cannot be used to—

JONES: Some. Some. But—

KARL: Strange way to go to Afghanistan.

KARL:—direct combat, you know, direct combat—some of them are. You cannot initiate combat. You can defend yourself if you're shot at.

I don't want to overstate this. This—some of these are small—most of the major nations generally are very inside in the green, if you will, in terms of use of the forces. And they're doing some extraordinary work, particularly in the south, which was NATO's first real test of ground combat resolve in—probably since World War II. And Canada, the United Kingdom and the countries of the Netherlands, Romania, Estonia, Portugal, the ANA and the forces that came over from the eastern area, which were still Operation Enduring Freedom, acquitted themselves very, very well and actually are going to change the conditions in the south.

KARL: We've certainly seen the Canadians and the British and the Dutch do that in the south, and also take some real losses. Are you concerned about public opinion? And I mean, you look at the Canadians, you have burgeoning antiwar movement because of the—you know, they're not used to this.

JONES: There—this is definitely new territory for many allies. And the governments have shown great courage. The troops are doing everything that's being asked of them.

I think that, frankly, the best message you can send to public opinion is to actually show that we're—that's not all we're doing. We are fighting—we fought in the south in order to set the conditions for rapid reconstruction, changing—showing people that that their lives will be better by virtue—as a result of this.

It's unfortunate that we had to do this. But we're going to take care of the refugees, we're going to get them home, we're going to feed them, we're going to clothe them, we're going to repair their houses, we're going to open their schools, and we're going to leave forces behind to make sure that the Taliban or the narcotics cartels or the criminals or the different factions that are always fighting for influence over their lives don't come back. And in the south, where we had no permanent forces, we now have 9,000, and it's going to make a difference.

KARL: How many—how strong is the Taliban force down there now? And how heavy were their losses in this last—

JONES: It's very hard to put an exact figure. I've said publicly that I think around 1,000 to 1,500 casualties. We had the unusual—very unusual public statement by

their spokesman that they were conducting a tactical retreat because of the losses. It's hard to say how many. I would speculate in the entire country on any given day, you may have several thousand.

But it would be wrong to say that this is just the Taliban. And I think I need to set that record straight. The narcotics cartels have their own armies and their own capabilities. They're conducting a massive exploitation effort. Ninety percent of the product is sold in the streets of European capitals. It takes an enormous apparatus to ensure that the product gets to the markets. And they have their own capability to inflict damage; to make sure that the roads and the passages stay open and they get to where they want to go, whether it's through Pakistan, Iran, up through Russia and all the known trade routes. So this is a very violent cartel. They are buying their protection by funding other organizations, from criminal gangs to tribes, to inciting any kind of resistance to keep the government off of their back, and they're buying that kind of protection. And that's why I come back to these pillars, and particularly the narcotics pillar as being so critical to the future success in the reconstruction and stability of that country.

KARL: And what's the approach to that? I mean, are you—is it eradication? Is it—and how aggressive can you be without further alienating the people you're trying to support?

JONES: Well, the fact is that the military—the militaries do not have a leading role in this campaign. This is left up to the Afghans themselves, the Drug Enforcement Administrations of the participating countries.

The lead nation is the United Kingdom. There is supposed to be a tremendous energy associated with this, but it needs a fresh look because it is—it's still—we're losing ground. I mean, statistically there's—we're losing ground in the effort.

I don't think there's any one solution, John. I don't think it's—eradication does it. I think you have to have a comprehensive approach to this problem. Some of it has to be fought in the capitals, which are the end of the supply chain. But it is definitely something that has to be addressed and has to be addressed more effectively than we've done so far.

KARL: Okay, General, I want to give the rest—those in the audience a chance to ask some questions, and as you can see, we have microphones on either side. So let's start right here.

QUESTIONER: Stephen Biddle from the Council. There's been a lot of tension to the issue of caveats, but in a sense, caveats are just a tip of a very large iceberg of

challenges associated with conducting a campaign this complex with this many independent actors involved.

I was wondering if you could comment on some of the issues of equipment interoperability, doctrinal comparability—all of the other challenges of combined warfare and a style of warfare that's in some respects more complicated than conventional operations to begin with.

JONES: One of the great qualities of the alliance is that for many, many years the armies, navies, air forces, Marine Corps and now Special Operations Forces of the alliance have worked on interoperability. It's not perfect. We need to continue the effort. This is why the establishment of the Allied Command for Transformation a few years ago was so important because it is the center of where the doctrines and the training and the procedures get developed and the new concepts get developed. The best work on interoperability doesn't help us too much in Afghanistan, but the navies of the—navies of NATO are completely interoperable. The air forces are very highly interoperable. The—not surprisingly, the armies are the ones that have the longest way to go, and Special Forces are just getting off the ground. But there's no question that when—as we've seen in the aftermath of Medusa with the forces that have just really arrived, coming together from eight or nine different nations, managed to pull everything off reasonably well: air-to-ground tactics, ground-to-ground coordination, working with the ANA, overcoming language difficulties. As you know, the most common language in NATO is English—English and French. But people come ready to do the job, and that's been less of a problem than the idea of raising forces is—the concept of force generation is difficult. But there's enormous capacity in the alliance for these kinds of missions. The reservoir of equipment and manpower is very high. The problem is paying for it.

And, frankly, it's not a question of capacity. It's a question of will.

KARL: Okay. Yes.

QUESTIONER: General Jones, can you hear me?

JONES: I can hear you.

QUESTIONER: This is Tom Ricks from The Washington Post. In Bob Woodward's new book, you are quoted on several controversial points such as calling the Iraq war a debacle, saying that Secretary Rumsfeld had emasculated the Joint Chiefs and disputing what the chairman—his account of a conversation. Three quick questions on that. Were you quoted accurately? Have you heard back from Secretary Rumsfeld

or General Pace about this? And third, is the so-called revolt of the generals now extending to four-star generals on active duty?

JONES: Actually—(laughter)—just—I'll take those one at a time, I guess. (Laughs, laughter.) Tom, that sounds like a real fiasco you just started. (Laughter.)

Let's see. I think the answer is that I have talked to General Pace. I have not talked to anyone else. I had a conversation with my very good friend, who I've known and served with for—well, since 1970. On the eve of his ascendancy to be the chairman, he came over to Stuttgart to make a round to talk to all of the combatant commanders, and ask us what we thought. And I shared some views that not only—that were not limited to Iraq but Afghanistan, on the strategic value to the United States of forward-based forces. We talked about the—some of my views on Goldwater-Nichols. I'm on record in the Congress of being a supporter of a revision of Goldwater-Nichols to take care of some of what I think the unintended consequences of Goldwater-Nichols were. I—for example, I believe that the chairman—we should give serious consideration to the most senior man in uniform being in the chain of command. He has a lot of responsibility. I think he should have some authority to go with that. That's not new. I've discussed it with previous chairmen, with previous secretaries of Defense, with members of Congress.

And so the context of the conversation was to prepare him and give him what's—the best support I could, as there was no question that he was going to be the chairman. He'd been named, and we'd talked, so that's not the issue. We laughed about the tenacity it takes to survive and function eight years in the Pentagon.

And I spoke from my own personal experience of exactly eight straight years in the Pentagon—and the liberating effect it has when you get to leave—(laughter)—for which I'm eternally grateful to the administration and Secretary Rumsfeld for keeping me on active duty and letting me do something as exhilarating and as wonderful as this was.

So I'm not going to get into recollections of adjectives. I know that we had a serious discussion.

I did talk about Iraq. I did talk about Iraq with the concern that Iraq deserves. And I make no predictions there except that I'm personally committed to the idea that we collectively—we the nations, we the United States, however you want to put it, we the Iraqis—have got to be successful in Iraq. The strategic consequences of failure in Iraq, at least in my calculus, are very serious, and whatever we need to do to prevail is what has to happen. Similarly in Afghanistan. I've given my expose on that. ■

know more about Afghanistan than Iraq. I try not to talk about things I don't know about.

And we went on to a number of other discussions, the role of the Joint Chiefs in a Goldwater-Nichols environment, and what's happened in terms of things about my own experience of having no—being specifically prohibited from participating in any acquisition process as a service chief, and yet being held accountable for acquisition problems in the public forum, in fact, by the Congress, when the law says you cannot affect acquisition. Your chiefs are in the—Joint Chiefs are in the requirements business but not in the acquisition business.

I just think there's a whole litany of things that need to be cleaned up in order to clarify functions, roles, missions and responsibilities. In the combatant commanders' world, we have a lot of responsibility, and I think there are some things there that we can tidy up to make sure that our national strategies with regard to theater security cooperation and the like get better—we're more agile and more effective. So the sum total of the discussion was two friends talking, one trying to help the other. I think that General Pace was absolutely the perfect choice to be chairman, and I think he's doing a great job. A lot of the things that we talked about he has put into place. And that was the context of it.

That conversation was in September of 2005. In December of 2005, my good friend Bob Woodward visited me in Brussels, came up to my house. We went out to dinner, we talked for a few hours, and we talked about those issues in that context. My intent was to be positive, not critical, and to reflect some of the things that I have been known to stand for.

It was reported in the way it was reported. I don't challenge Bob's characterization of it, except that had I seen it, I probably would have suggested that the tone was a little bit more critical than I intended it to be. I intended it to be more helpful to the new chairman, an honest discussion of some of the problems that I'd already talked about in both private conversations and in public testimony. And I think that's where I'd like to leave it.

KARL: And the revolt of the generals?

JONES: Oh. In a previous—at the National Press Club a few months ago, I was asked that question. And I do not associate myself with the so-called "revolt of the generals." I believe that general officers, both active and retired, have an obligation to let their views be known. I think there's ways in which you can do that that can be

helpful. And so I don't—I do not in any way associate myself with that particular group, and will not associate myself in my retired life either.

KARL: And I think he also asked if you had talked to Secretary Rumsfeld since the book came out.

JONES: Oh, I'm sorry. No, the secretary has been out of town in South America. I last met with the secretary in Slovenia last week when the United States announced that it would transfer 12,000 troops over to ISAF.

KARL: Sir?

QUESTIONER: (Arnaud de Borchgrave, CSIS) Thank you. General, on September 5th, a rather controversial agreement was signed by President Musharraf with the tribal leaders in north Waziristan. And you were quoted as saying let's give it 60 or 90 days to see if it's going to work. But the latest from Afghanistan is that attacks by the Taliban have trebled since September 5th.

JONES: Well, the—I was in Islamabad. I did meet with the senior military officials of the Pakistanis' military. They did brief me on the nature of the accords, and they were optimistic about being able to make them work. Since this was only my second meeting, I took it at face value, and I did say I know what you just recounted; I will return back to Islamabad in the near future, after we've made a complete assessment and give it a little bit of time to kind of see exactly how this is going to go.

Not being naive here, this is a big problem. The border situation is something that I believe the leaders of the Pakistanis' military understand, that you cannot treat the problems in Afghanistan and Pakistan in isolation; this is a regional problem. And it's certainly—in my view, in Pakistan's interest that we find the solutions in Afghanistan because that will materially affect perhaps a spillover effect into not only Pakistan, but other countries of the region.

So strategically, success in Afghanistan is very, very important, and I hope that we'll have a very good relation between NATO—NATO's military and Pakistani military to bring about the situation that we want to see happen along the border region.

KARL: Okay. And if we can go back over here, and please state your name and your affiliation.

QUESTIONER: Jim Dobbins with the Rand Corporation. To follow up on Arnaud's question with respect to Pakistan, U.N., NATO or Afghan and U.S. officials are virtually unanimous in private in asserting that the Pakistani intelligence service is providing and is continuing to provide support to the Taliban in one form or another.

I wonder whether you'd be willing to comment on the degree to which the Pakistani intelligence service is somehow complicit in one way or another. And I also wonder whether you have any assessment of the proportion of the fighters that we're encountering that are recruited in Pakistan as opposed to recruited in Afghanistan.

JONES: As NATO is just entering into its relationship with Pakistan, in a more total context, in the previous three years that I've been involved in this—with this issue, I've been focused on the north of the country, the capital region and the west, and only now has the—have we moved into the south and the east where the more difficult military problem exists. So we're still coming up to speed on many of these issues. I really can't comment on either question that you asked for—asked about because I'm still in the learning stage. But give me a couple of months, and maybe I can give you an answer that is more complete. It's just not been on my radar recently.

KARL: We'll come back in 60 or 90 days on that one.

JONES: Thank you.

KARL: Yes, back here. Yes, sir.

QUESTIONER: Lloyd Hand, DLA Piper. A piggyback on Arnaud's question earlier, General. Is the pursuit of bin Laden within the scope of the mission of NATO? And if so, are you permitted unrestricted authorization to pursue him?

Just a comment also, if I may. I think by your words and your conduct it's pretty clear why the NATO members in general and the U.S. in particular are very fortunate to have you as NATO's commander and particularly right now.

JONES: Thank you, sir. There is a—in the make-up of this—of our forces in Afghanistan, there is a distinction that nations have insisted upon between the more kinetic counterterrorism role, loosely defined as the aggressive search for Osama bin Laden, and aggressive counterterrorist operations in the high-threat regions that U.S. forces and coalition forces have been typically operating in, and the NATO mandate that really addresses more counterinsurgency/anti-terrorist activities. The—and so there is a little bit of a—and if you looked at the wiring diagram, you would see a little segue where the OEF coalition can in fact continue their mission to be more kinetic. It's not limited to any particular part of the country. We have command and control arrangements where if there is a serious opportunity somewhere, if it manifests itself, that forces that are tailored to do this can in fact go to different parts of the country to carry out that mission.

NATO has shown that it is—has the capacity to fight, if necessary. I think that question has been asked and answered. And I think that it's been answered very, very well.

NATO's focus, because of its capacity and mass, is going to be to harmonize the immediate effects of military operations with reconstruction. One has to follow the other in order to win the battle over the hearts and minds, if you will.

And so you will see a direct cause-and-effect relationship. You're—if you were in the south right now, you'd be seeing it start. And that is really the focus of the alliance. Now, if in fact a high-value target of opportunity presented itself in Afghanistan, can NATO apprehend people? Absolutely. Do we have a detention policy? Absolutely. It is agreed to by 26 sovereign countries. It works.

Recently in the north we had an apprehension involving Germans; ANA, Afghan National Army; Operation Enduring Freedom forces; and one or two other countries that resulted in a high-value target being seized by Special Operations forces, transferred to the Afghan authorities, and then subsequently returned to other countries that wish to interrogate the person that was apprehended. Happened to be more about a drug issue than anything else, but also weapons and illegal arms shipments, explosives and all of that.

So we have the ability to do that. It's working, and I'm satisfied that the distinction between the two missions is clear, but it is not—and it's not difficult to find the harmonization to prevent the separate identity of both—I'm sorry—to preserve the separate identity of both.

KARL: Okay. Yes, ma'am?

QUESTIONER: Georgie Anne Geyer, Universal Press Syndicate. General, after Vietnam, there were a lot of meetings in the war colleges and so on, on counterinsurgency, on guerrilla warfare. I attended a number of them.

And yet recently, once Iraq started, there have been all these articles about counterinsurgency not being taught in the war colleges, about—it seems that the farces, the services were not being trained in guerrilla warfare or counterinsurgency. I mean, I've seen whole, long articles. I'm just curious. Are we redoing the Vietnam story, having to learn it all over from the base?

JONES: Georgie Anne, I don't know, to be honest with you, I know that when I was commandant of the Marine Corps, we dusted off one of the greatest books that I think I've ever read, called Marine Corps Small Wars Manual, that General Al Gray actually forced me to read when I was his military assistant. Actually, I think he gave

me a test on it. (Laughter.) And it is still one of the best manuals that are out there on how to be successful in counterinsurgency.

So I think our war colleges are certainly teaching that. I don't think that—there may be a little catch-up here, but I'm quite sure that with the amount of experience that we have in the armed forces right now, there's quite a bit of learning going on.

I think—I know some services have studied, for example, the counterinsurgency efforts of Algeria, that had a very, very horrific problem just not that many years ago, in terms of violence on the scale of what we're seeing in Iraq, and were able to defeat it. It still has some remnants out there, but there's no question that Algeria had a success story there, and I think we're studying that. I personally go to Algeria, and the chief of defense has been very helpful in setting up conversations with people who—Algerians who fought in that insurgency.

So we learn lessons from everybody. It's important to do.

KARL: Yes? Back there.

QUESTIONER: Philip Dine, St. Louis Post-Dispatch. I'm going back to narcotics in Afghanistan. Not just did the production of poppy rise by 59 percent over the last year, but the number of Afghans involved rose from 2 million to 2.9 million, which would translate to 36 million Americans. How did this happen? To what extent is it societal issues in Afghanistan, including the vicious cycle between economic development and illicit narcotics, and to what extent is it flawed or inattentive U.S. and U.K. policies?

JONES: Well, the amount of income that the farmer actually gets for growing the poppies is probably quite small, but it's guaranteed income and it's also generally money that's paid for in advance. So in those areas of the country where there is no alternative, they do what they have to to survive. And they also do it probably under the threat of—pretty serious threats as to what would happen if they didn't do it.

So the answer is to find some international consensus on what is the overall campaign strategy for a successful war on narcotics in Afghanistan.

The good news is you can see it. It's not like Colombia, for example. You can't hide it in Afghanistan. It's just massive. And until we figure out the ways to—whether it's subsidies, alternate crops, roads to markets, figuring out a way to disincentivize the farmers but also make sure that they're not going to be killed by the cartels, all of these things kind of happening simultaneously—that plan has got to be together, and it's got to be holistic, it's got to be cohesive. It's a battle that's got to be joined. And we ought to—my view is we ought to look at it from a—you know, with a blank sheet

of paper and say, and then these are the people that are going to make this happen, whoever that is.

But it's where we are. We're still—we're losing ground, and it bothers me. It's definitely what is most pressing and most on my mind with regard to our future efforts in Afghanistan.

KARL: There, way in the back, standing up. (I'm trying to ?)—

QUESTIONER: Hi. This is Courtney Kube from NBC News. I want to take one more stab at the Woodward book. I want to read you just one quote: "The Joint Chiefs have been systematically emasculated by Rumsfeld." And regardless of whether you said that before, do you believe that now, and do you believe that we're in a debacle in Iraq?

JONES: I believe that in the context of the answer that I gave with regard to Goldwater-Nichols that the Joint Chiefs of Staff have had some restrictions put on them that were not intended to have the consequences they've had.

You—having been a member of the Joint Chiefs during the 1999 to 2003 timeframe,

I found that the Title 10 mission of organize, train and equip was a very time-consuming one. I definitely understood that. Had a little bit of a tougher time trying to stay abreast of a lot of the—you know, the war in Afghanistan, for example, and the movement towards Iraq. But that was partially because the system was set up that the chain of command goes from the commander in chief to the secretary of Defense to the combatant commanders. So off to the side of the direct line, you have the Joint Chiefs, you have the chairman, I mean, whose—(who) actually has to be involved in that—but the line of authority is clear, and that's—those are the rules, and those are the rules you play by.

A relook at Goldwater-Nichols I think at some point would be healthy to make sure that after the years of experience that—to answer the question, are we happy with that? Is that the way we really want it to work? Do we want the chiefs out of the acquisition business, for example? I think—personally, I think the answer is no; I think you want the chiefs to be involved. But that's an issue for another time.

I don't want to get into "did you say"—"did you say a particular word to describe a situation?" I think the intent—I've tried to communicate the intent. It was positive, it's not meant against anything. But there's a lot of dynamics at work here on decision-making for the good of national security. I do believe that in the last few years that the trend has been in a more positive direction. I think there have been some helpful reorganizations inside the Pentagon that have allowed greater cohesion

and people from different walks to communicate their views. I think we're—General Pace has been able to carve out time so that the military community can actually—all the four-stars, combatant commanders, service chiefs can sit together, which is a little bit going backwards—going back to the old CINCs conferences. That's very healthy. And I think the secretary of Defense gets good advice from that particular community, as communicated by the chairman.

So I think there have been some positive developments. But I think a relook at Goldwater-Nicholas, to take a look at the overall impact of it, would be healthy for our positioning and how we do things in the future.

KARL: But just so we're entirely clear, the second part of that question on Iraq, and not what you did or didn't say. I mean, do you believe Iraq has been a debacle or—

JONES: No, I think that's probably a stronger—much stronger word than I would use. Again, my mission is—I'm not trying to duck the issue, but the only role I have in Iraq is a NATO role of a couple of hundred people that do training and equipping. I am consumed by NATO, I am consumed by the transformation of the European Command. I think John Abizaid is doing a terrific job. He and I talk a lot, we help each other, we help each other immeasurably. I'm very grateful to the U.S. Central Command for what we've been able to kludge together, and what Afghanistan will be as of tomorrow.

But I think the most important thing about Iraq is that we succeed. However it has to be done, it is critical that we succeed on the ground in our efforts there. And as long as I'm in uniform, and after uniform, I do everything I can to help that mission.

QUESTIONER: (Off mike.)

KARL: We are out of time. We're actually over. Just on that note, if I can ask everybody to please stay seated, General Jones is now, thanks to me, a little bit late for his next meeting; we'll give him a chance to get out.

But, General, again, I want to thank you for your candor. You have a reputation, well deserved, as a straight-shooter. And again, it's been an honor, and thank you very much for your time.

JONES: Thank you. Appreciate it. Thank you all. (Applause.)

Thanks, Jon. Good to see you. Thank you, I appreciate it.

KARL: We really appreciate it. Take care.

JONES: Thank you.

© COPYRIGHT 2006, FEDERAL NEWS SERVICE, INC., 1000 VERMONT AVE.

NW, 5 TH FLOOR, WASHINGTON, DC - 20005, USA. ALL RIGHTS RESERVED. ANY REPRODUCTION, REDISTRIBUTION OR RETRANSMISSION IS EXPRESSLY PROHIBITED.

UNAUTHORIZED REPRODUCTION, REDISTRIBUTION OR RETRANSMISSION CONSTITUTES A MISAPPROPRIATION UNDER APPLICABLE UNFAIR COMPETITION LAW, AND FEDERAL NEWS SERVICE, INC. RESERVES THE RIGHT TO PURSUE ALL REMEDIES AVAILABLE TO IT IN RESPECT TO SUCH MISAPPROPRIATION.

FEDERAL NEWS SERVICE, INC. IS A PRIVATE FIRM AND IS NOT AFFILIATED WITH THE FEDERAL GOVERNMENT. NO COPYRIGHT IS CLAIMED AS TO ANY PART OF THE ORIGINAL WORK PREPARED BY A UNITED STATES GOVERNMENT OFFICER OR EMPLOYEE AS PART OF THAT PERSON'S OFFICIAL DUTIES. FOR INFORMATION ON SUBSCRIBING TO FNS, PLEASE CALL JACK GRAEME AT 202-347-1400.

THIS IS A RUSH TRANSCRIPT.

Washington Post
October 5, 2006
Pg. 18

U.S. European Commander Confirms Quotes In Book

By Thomas E. Ricks, Washington Post Staff Writer

One of the highest-ranking generals in the U.S. military yesterday stood by views attributed to him in a controversial new book about the Bush administration's handling of the war in Iraq but said it was important to understand the context in which those views were expressed.

Marine Gen. James L. Jones, the U.S. commander for Europe, is quoted in "State of Denial," by The Washington Post's Bob Woodward, as believing that the war in Iraq is a "debacle" and that "The Joint Chiefs have been systematically emasculated by Rumsfeld." As Marine commandant, the post he held before moving to Europe, Jones was a member of the Joint Chiefs of Staff.

The book also quotes Jones as delivering a warning about working with Defense Secretary Donald H. Rumsfeld to Marine Gen. Peter Pace, who was about to become chairman of the Joint Chiefs. "You should not be the parrot on the secretary's shoulder," Jones reportedly told Pace.

Jones's confirmation of Woodward's account is especially noteworthy because in the book, Pace denies that Jones made such remarks to him. Also, Jones's comments suggest that active-duty generals are beginning to criticize the defense secretary and the Iraq war with the harshness that several retired generals have used recently.

Speaking at a Washington meeting of the Council on Foreign Relations, Jones said he had a long discussion with Pace in Stuttgart, Germany, in September 2005, and then met with Woodward in Brussels that December. He characterized both Pace and Woodward as old friends. Speaking of the book's account of the September conversation, he said, "I don't challenge Bob's characterization of it, except that had I seen [the book], I probably would have suggested that the tone was more critical than I intended it to be."

Jones, who plans to retire in a few months, repeatedly declined to discuss the specific wording of his comments to Woodward about Iraq. "I'm not going to get into recollections of adjectives," he said. "I did talk about Iraq with a concern that Iraq deserves."

"I don't think that Iraq is a debacle," Jones told reporters after the meeting. "Iraq is a big problem."

Jones insisted there is a sharp distinction between his private comments and the criticisms made this year by retired generals. "I do not associate myself with the so-called revolt of the generals," he said. "I believe that general officers, both active and retired, have an obligation to let their views be known," but should do so in a "helpful" way.

The bottom line on his conversation with Pace, he said, was that it was "two friends talking, one trying to help the other."

Jones said he has not discussed the comments in the book with Rumsfeld, who has been traveling this week. "We're a team, we're together, we have occasional family disagreements," he said after the meeting.


[Subscribe](#) [About Us](#) [Contact Us](#)

 Search
[Advanced](#)
[Home](#) | [Nation & World](#)

NATO Chief Denies Quotes in Woodward Book

By Linda Robinson

Posted 10/4/06

Jim Jones, the four-star Marine general who heads NATO, denies a quote in Bob Woodward's latest book that he called the Iraq war a "debacle."

[Related Links](#)
[More from Nation & World](#)

"That is a much stronger term than I would use," Jones told the Council on Foreign Relations in Washington today.

Jones came to discuss Afghanistan, where NATO has assumed the baton from the U.S.-led coalition. But it was inevitable that the tall and urbane general would be asked about the scathing alleged comments quoted in Woodward's *State of Denial*, including his feeling that the Joint Chiefs of Staff had been "emasculated" by Secretary of Defense Donald Rumsfeld. Woodward's quotes came from remarks Jones made to fellow Marine Gen. Peter Pace, who was visiting Jones in Stuttgart, Germany, last September on the eve of his ascension to the post of chairman of the Joint Chiefs of Staff. Jones said he and Pace were "just friends talking."

He added that if he had read Woodward's rendition of the conversation, which Jones recounted to him when the reporter had dinner with him in December 2005 in Brussels, "I probably would have suggested that the tone was a little more critical than I intended it to be." Asked for his current view on Iraq, he said, "I'm personally committed to the idea that we have got to be successful in Iraq. The strategic consequences of failure would be enormous."

Regarding Jones's reported comment that Rumsfeld had emasculated the chiefs of the four armed services, the former Marine commandant implied that the problem lay more in the law than in the personality of Rumsfeld. He said that he was on record as supporting revision of the Goldwater-Nichols Act so that the chairman and Joint Chiefs would be placed into the operational chain of command, which now runs from the president to the secretary of defense to the four-star combatant commands.

By law, the service chiefs' role is primarily advisory and to prepare, train, and equip the forces for use by the combatant commands. In yet another attempt to get Jones to state publicly whether he is critical of Rumsfeld, the general was asked if he agreed with the retired generals who have called for the secretary of defense's resignation in the past year.

"I do not associate myself with the 'revolt of the officers,'" Jones said. "It is the general officers' obligation to let their views be known, and there are ways to do that." Jones added that he will not be denouncing Rumsfeld publicly once he retires.

Jones did use the occasion to call for more attention to Afghanistan and particularly to formation of a "successful campaign strategy on the war on drugs in Afghanistan," where opium cultivation has exploded. "We're losing ground, and it bothers me," he said. Some 9,000 NATO troops have recently moved into the south of Afghanistan, where the Taliban and drug lords have their stronghold. No permanent troops were stationed there before. NATO recently concluded "Operation Medusa" against the Taliban stronghold, which Jones called NATO's "first real test of ground combat resolve since World War II." He declared the operation a success and says NATO's

11-L-0559/OSD/60081

current troop strength in Afghanistan "is adequate for the mission."

While the NATO commander may be satisfied with the number of troops in Afghanistan, he has his work cut out for him in negotiating away some of the 50 restrictions or "caveats" that some NATO countries have placed on how their troops can be used. Some can't go after the Taliban or al Qaeda — they can only react once attacked; a few of the troops are not allowed to fight at night; others must stay in one geographical region. But Jones is primarily interested in forcing a new look at the overall strategy, not just the military operation. "The real challenge for the mission is how well the reconstruction and the international aid mission is focused," he said, particularly on counternarcotics efforts and judicial and police reform.

Print | [Email Article](#) | [Respond](#) | [Newsletter](#)

Get 4 FREE Issues

First Name

Last Name

Address

City

|

State

Email

Select



~~FOUO~~

October 11, 2006

TO: Vice President Richard B. Cheney
The Honorable Joshua B. Bolten
The Honorable Rob Portman
Stephen J. Hadley

FROM: Donald Rumsfeld

DR

SUBJECT Information Paper on the U.S. Economy and Defense Spending

Attached is a memo General Pete Schoomaker, the Army Chief of Staff gave me the other day. I think it is well worth reading.

Attach: Info Paper: The U.S. Economy and Defense Spending

DHR:ss
SF101105-07

110.01

11 Oct 06

~~FOUO~~

11-L-0559/OSD/60083

OSD 15977-06



10/11/2006 5:41:06 PM

The level of defense spending **as** a proportion of national resources is out of proportion relative to historical levels.

- In **1953**, near the end of the Korean War, defense spending accounted for 14% of gross domestic product (GDP). In **1968**, at the height of the war in Vietnam, defense spending accounted for 9.5% of GDP. In **1986**, near the end of the Cold War, defense spending accounted for **6.2%** of GDP. In **2005**, defense spending only accounted for **3.9%** of GDP. See figure 1.

National defense has been getting the same size slice of the nation's income pie since the Korean War, yet the size of the income pie has nearly tripled.¹

- Defense spending per person has been flat since the Korean War. In 1953, we were spending the equivalent of \$1,920 per person on national defense and in 2005 we spent \$1,763 per person. Over the same period of time, gross domestic product per person has grown from \$13,000 to well over \$37,000 per person. See figure 2.
- Between 1968 and 2005, real gross domestic product grew by nearly 300% from \$3.7 trillion to over \$11 trillion. During the same time period, defense spending grew by only 68% from \$358 billion to \$523 billion. See figure 3.

The Congressional Budget Office (CBO) and the Office of Management and Budget (OMB) predict growing federal **tax** revenues and declining deficits over the next five fiscal years.²

- In **1968**, the federal deficit was **2.8%** of GDP and on a growing trend. In **2005**, the deficit was **2.6%** of GDP and on a declining trend. See figure 4.

Success in manning the All-Volunteer Force (AVF) requires a continued commitment to appropriate compensation as well **as** maintaining a desirable environment for service.

- In **1968**, a soldier's salary was **25%** lower than that of a typical full time worker in the private sector. By 2005, a soldier's salary was about **30%** more than that of a typical full time worker in the private sector. See figure 5.³
- Increases in soldier compensation reflect the challenges of manning the AVF during a time of war and a strong economy.
- Increases in soldier compensation also reflect the high quality of people serving in today's Army. Our soldiers are more educated and demonstrate higher measured aptitude

¹ All figures are in constant year 2000 dollars; thus they have been adjusted to account for the impact of inflation.

² CBO and OMB estimates assume nominal GDP growth of 5% per year; inflation of 2% per year, that revenues will remain constant as a percent of GDP, and that there will be no reform of Social Security, Medicare, Medicaid, or the Alternative Minimum Tax. CBO projects that the deficit will become a surplus by 2012 by assuming expiration of the Economic Growth and Tax Relief Reconciliation Act of 2001 and that discretionary spending will grow at the rate of inflation.

³ All figures are in constant year 2000 dollars; thus they have been adjusted to account for the impact of inflation.

UNCLASSIFIED

than society at large. The Army is made up of highly-capable people who are dedicated to a lifetime of self-improvement and achievement. They want to **serve** but at the same time they want compensation that matches the quality of their service. They also want the opportunity to continually develop their skills in order to remain competitive in today's high-tech, globalized economy.

- Today's economy rewards **high** quality people who can solve problems and work with ever-evolving technology. These are the same type of people that the Army has and will need well into the future. To help encourage these **high** quality people to serve, the Army provides attractive compensation. To keep these high quality people **in**, the Army provides and must continue to provide superior leadership, superior equipment based on cutting edge technology, and superior opportunities to engage in self-development.

As a percent of total spending, procurement and research, development, test, and evaluation (**RDTE**) spending have trended downward since the end of the Cold War. **See** figure 6.

- In 1984, Army procurement and **RDTE** accounted for 31% of total Army spending. In 2005, Army procurement and **RDTE** accounted for only 17.5% of total Army spending.
- In 1987, Army procurement and RDTE was \$28.1 billion. By 2000, the **figure** had fallen to \$12.9 billion. In 2005, the figure had grown to \$23.3 billion, but the bulk of the growth was for procurement in supplemental funding for the Global **War** on Terrorism.⁴
- In 1999, we were spending \$7,083 per soldier on individual equipment. Today, we are spending \$25,980 per soldier. The increased spending results from our greater use of advanced technologies and commitment to force protection. **Think back to Vietnam** when we were sending soldiers into battle with little more than a steel pot and an M16. Today, we equip our soldiers with the highest quality equipment that allows them to **see** first, act first, finish decisively, and have the confidence to know that they will survive if surprised on the battlefield.
- The Army costs so much more today because of our increased reliance on **advanced** technologies and our **greater** commitment to force protection. **Part** of the cost increase can be attributed to higher personnel costs. **Part** of the cost increase can be attributed to higher than expected operational tempo. But the best way to understand the **cost** increase is to **think** of the increased quality of our Army relative to years past. Consider an analogy. In 1968 a brand new Ford Mustang cost an inflation-adjusted equivalent of \$8,000 whereas a 2006 Ford Mustang costs about \$27,000. Today's new **car** costs so much more in real terms because it is a qualitatively different car. It is more reliable, has better performance characteristics, and **has** exponentially better safety features. **The same** can be said for today's Army. It is more reliable, more capable, and exponentially better equipped for today's fight. We need to make a continued commitment to investing in full spectrum capabilities in order to maintain **our** qualitative superiority.

⁴ All figures are in constant year 2000 dollars: thus they have been adjusted to account for the impact of inflation.

Figure 1. Defense Spending as a Percent of Gross Domestic Product (GDP).

Despite Small Increases Since 9/11, Department of Defense Spending As a Proportion of GDP Continues at its Lowest Levels Since Prior to World War II

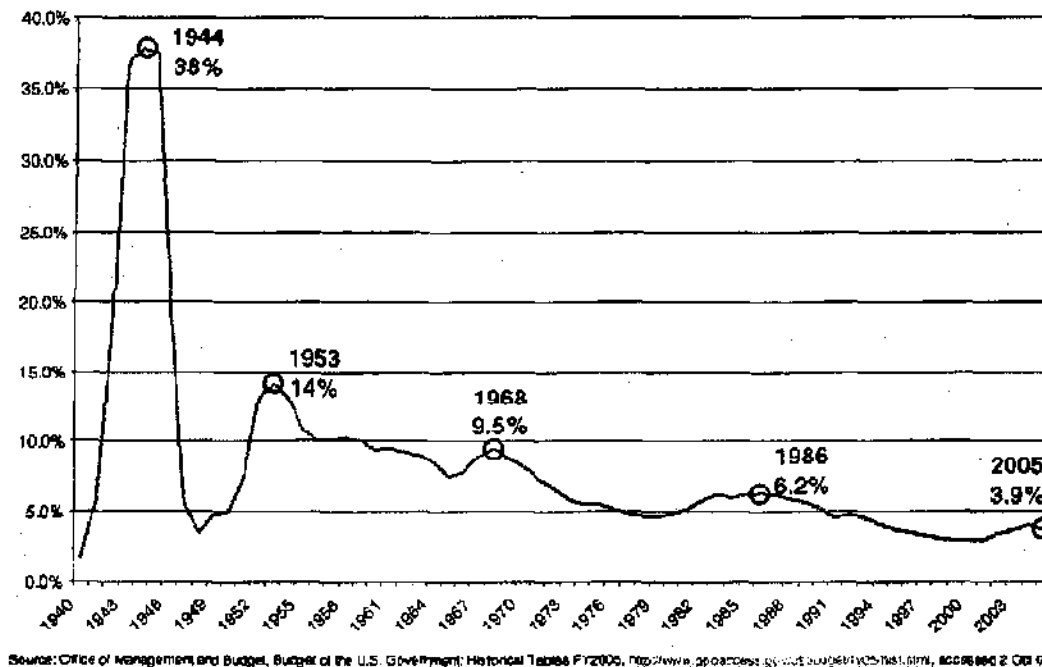
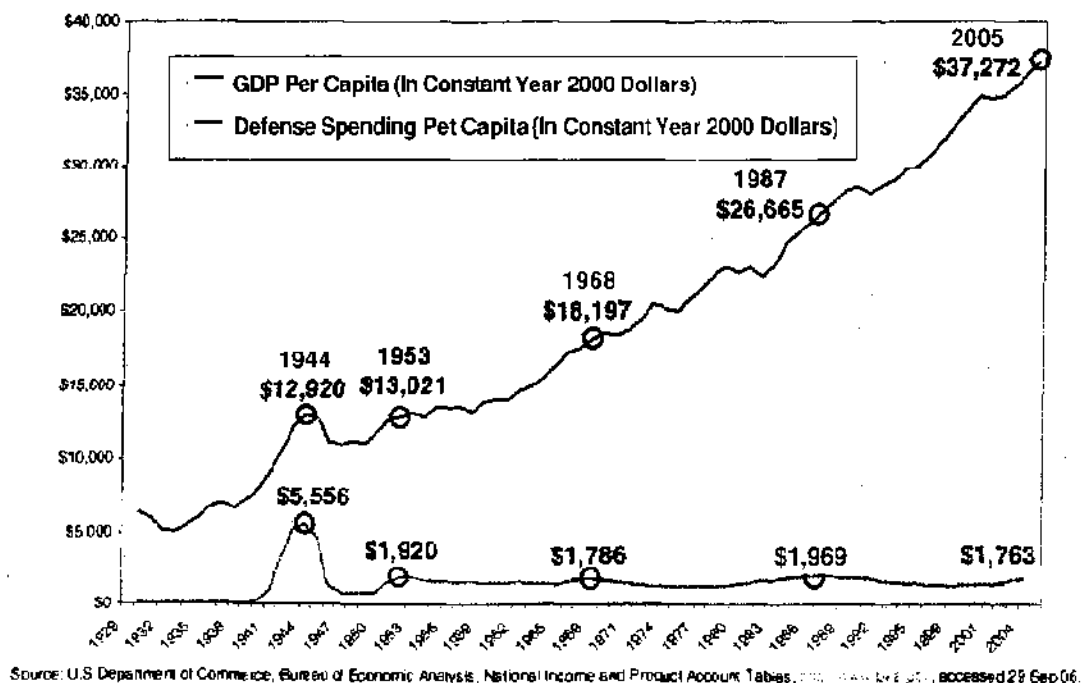


Figure 2. GDP and Defense Spending Per Capita.

Defense Spending *Per Person* In 2005 Was Lower Than It Was During the Korean War, the Vietnam War, and the Cold War



11-40569 CSB/60086

UNCLASSIFIED

Figure 3. Real GDP and Real Defense Spending, 1929-2005.

Between 1968 and 2005, GDP Grew by Nearly 300%
While Defense Spending Only Grew 68%

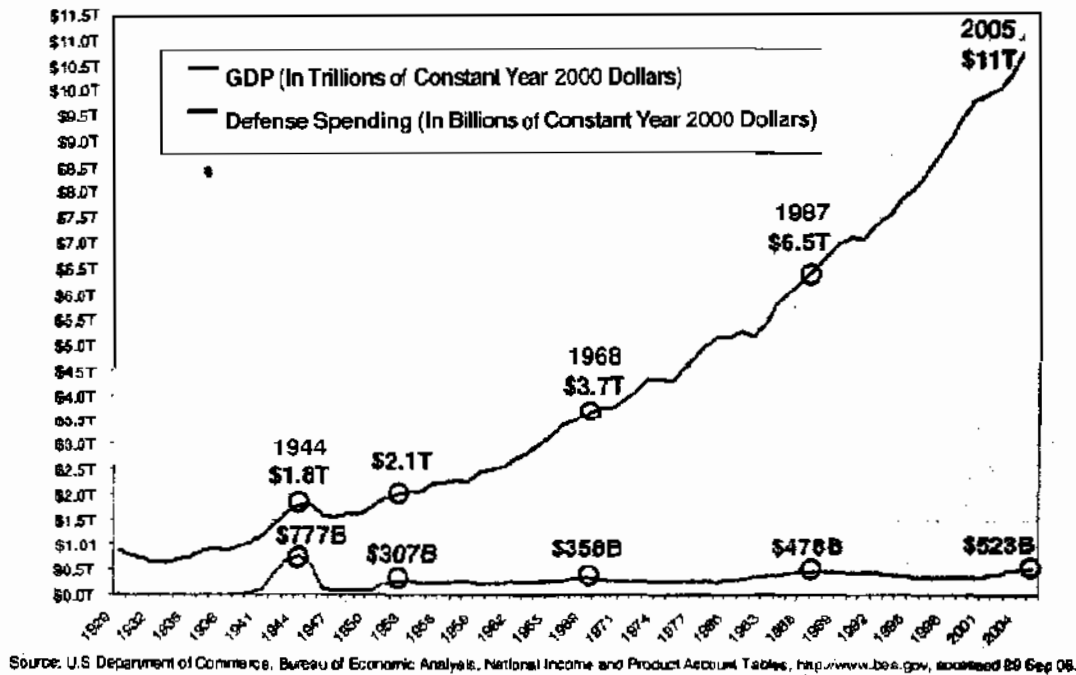


Figure 4. The Federal Deficit, 1929 – 2005 (and Estimates for 2006 – 2011).

The Current Budget Deficit as a Percent of GDP is Smaller Than During the Reagan Defense Build-Up and, Using Relatively Conservative Estimates, Is Projected to Decrease Over the Next Five Years.

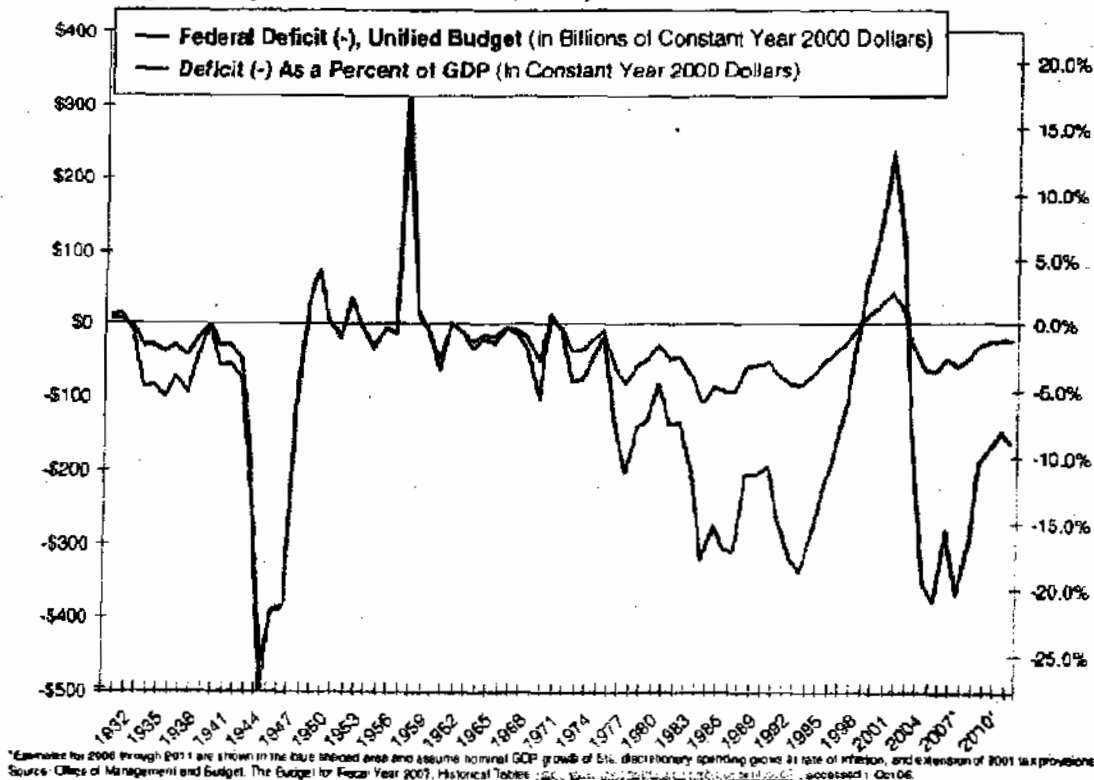


Figure 5. Salary Accruals for Service Members and Civilian Full Time Equivalent Workers.

In 1968, a Typical Service Member's Salary was 25% Less Than a Typical Full Time Worker in the Private Sector. By 2005, Service Member Salaries were 30% More Than Full Time Workers in the Private Sector.

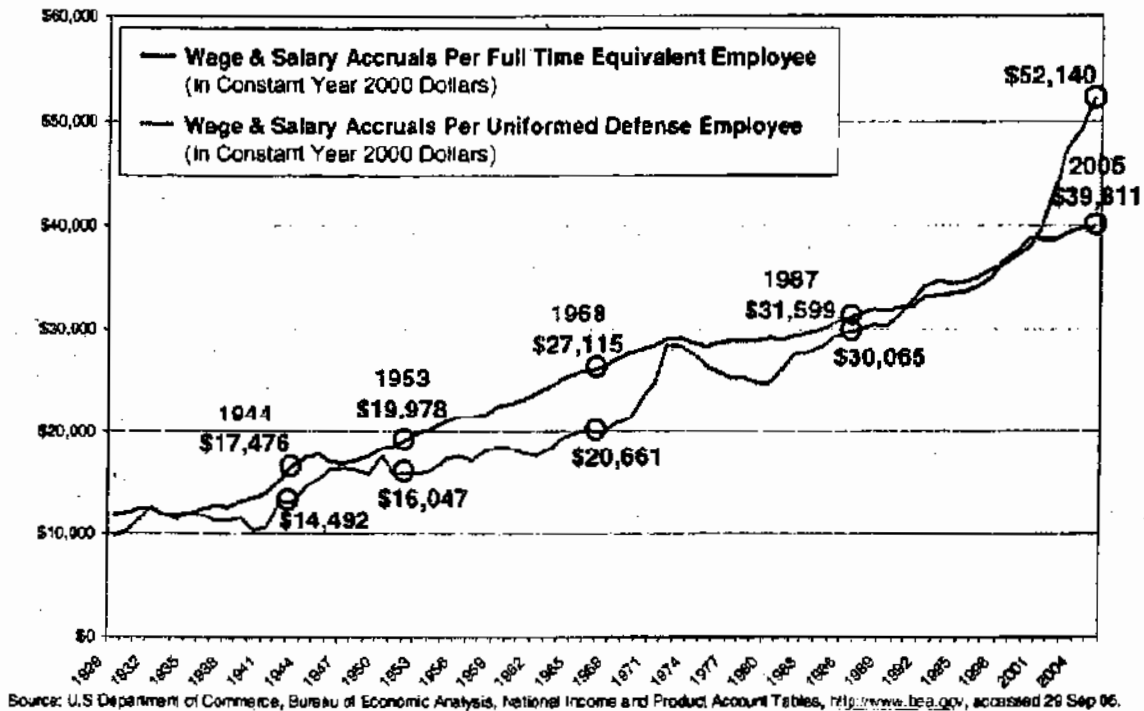
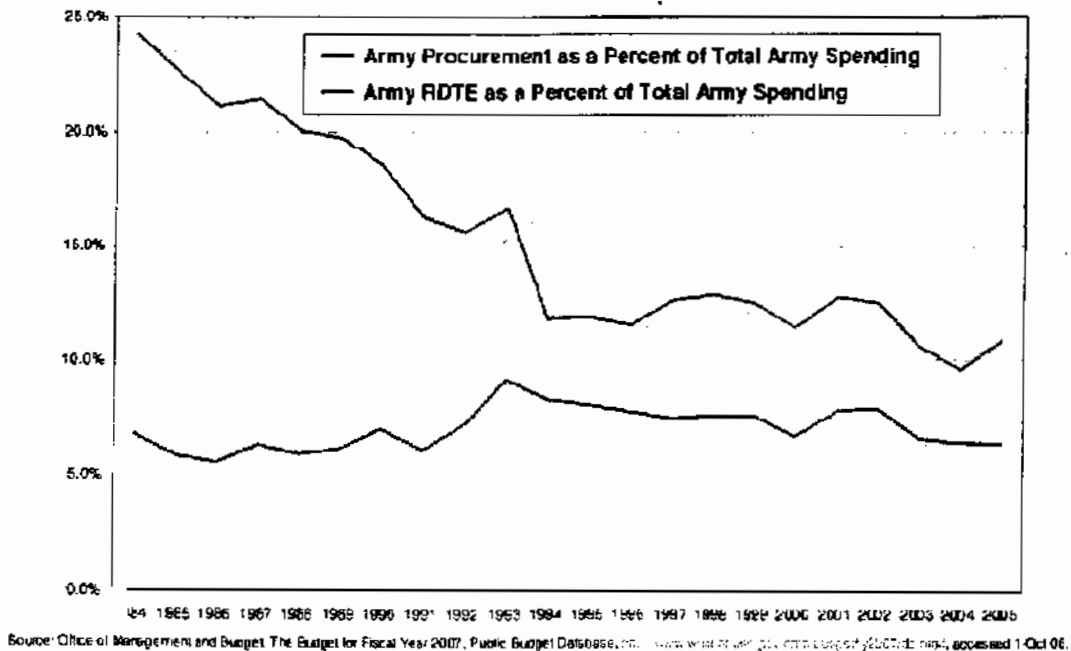


Figure 6. Army Procurement and RDTE Spending as a Percent of Total Spending.

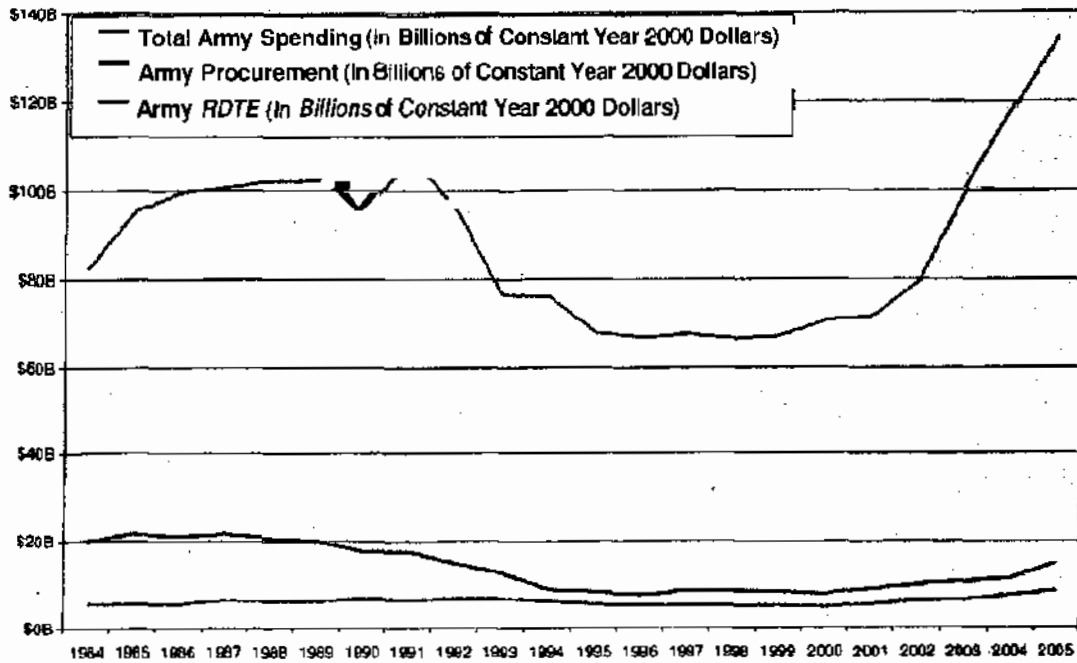
Since 1984, Army Procurement as a Percent of Total Army Spending Has Trended Down While Army RDTE as a Percent of Total Army Spending Has Remained Relatively Constant.



UNCLASSIFIED

Figure 7. Army Total, Procurement, and RDTE Spending, 1984-2005.

In Constant Dollars that Have Been Adjusted to Remove the Effects of Inflation, Army Procurement and RDTE Increases Since 9/11 Have Not Kept Pace with Increases in Total Army Spending.



Source: Office of Management and Budget, The Budget for Fiscal Year 2007, Public Budget Database, <http://www.whitehouse.gov/omb/budget/fy2007/40.html>, accessed 1 Oct 06

~~FOUO~~

October 11, 2006

200.6

TO: Stephen J. Hadley
FROM: Donald Rumsfeld *DR*
SUBJECT: Medal of Freedom Nominee

Steve,

Attached is a possible Medal of Freedom nominee that I sent to the White House earlier this year.

Thanks for the heads up.

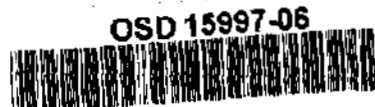
Attach 3/7/06 SecDef memo to POTUS

DHR:as
SP101106-16

1/24/06

~~FOUO~~

11-L-0559/OSD/60090



10/12/2006 4:55:32 PM

~~FOUO~~

March 07, 2006

TO: President George W. Bush
C C Vice President Richard B. Cheney
The Honorable Andrew H. Card, Jr.
~~Karl~~ Rove

FROM: Donald Rumsfeld 

SUBJECT: Robert W. Galvin

Dear Mr. President,

Attached is a background sheet on Bob Galvin.

From time to time it has been suggested that Mr. Galvin receive the Presidential Medal of Freedom.

Bob Galvin is a person of amazing leadership qualities and integrity. He has received a great many honors in his life. He has not yet received the Presidential Medal of Freedom. I have no doubt but that his selection would be recognized as a most worthy one. I would be delighted to provide any additional information that might be appropriate, but I suspect there is a significant file there at the White House already.

Respectfully,

Attach: Background Sheet on Robert W. Galvin

DHR:as
030606-14

~~FOUO~~

OSD 03655-06



10/12/2006 5:06:58 PM

11-L-0559/OSD/60091

Robert W. Galvin
Chairman & CEO Motorola, Inc. (Retired)
Entrepreneur, Public Servant, Philanthropist & Author

Summary Rationale

- Bob's business, public service, philanthropic, and scholarship contributions remain transformational.
- Bob represents the standard of integrity and public spirit to which all American CEOs should be held.
- Bob is not just another financially successful American businessman....

Business

- Chairman & CEO, Motorola, Inc. late 50's to early 80's (now retired).
 - Leadership & Integrity: Led Motorola to \$15B (from \$150 M) in global sales.
 - Global leader and pioneer in wireless, semiconductor, and government electronics.
 - Showed that a CEO could succeed while still adhering to the highest standards of ethics.
 - Quality: Malcolm Baldrige Quality Award—the first company-wide recipient.
 - The leading CEO spokesman for the 'quality movement' in American business in his era.
 - Honors (among many others):
 - National Medal of Technology.
 - Vannevar Bush Award of the National Science Foundation.
 - "For outstanding contributions to...the nation...in science and technology."
 - National Business Hall of Fame.
 - Legion of Honor: One of France's highest civic awards.

Public Service (Interacting civilly and productively with both Republican and Democrat administrations)

- Trade: Numerous USTR, Commerce & State Department affiliations and assignments.
 - Japan: The leading (and one of the only) CEO's to speak out for opening Japanese markets to all US high-tech products. Seat at the table of the semiconductor and telecom market access negotiations.
 - China: First to convince the Chinese to allow foreign companies to wholly own their businesses. Led American business community via Motorola as the largest and one of the earliest direct investors.
- National Security:
 - President's Foreign Intelligence Advisory Board (1970s).
 - Numerous Defense and Intelligence appointments and honors (numbers of which are classified).
- National Labs Reorganization Commission (1990s):
 - Commission recommendations became known as the "Galvin Report" given his contributions.

Philanthropy (Examples, among many others):

- Generosity: \$60M donor (of joint \$120M gift with another Chicagoan) to the Illinois Institute of Technology (the "MIT" of the Midwest)—one of the largest transforming philanthropic gifts of its era.
 - Early to express concerns and address the drop-off in American born scientists and engineers.
- Scope (some examples among many other inner-city schools, hospitals, and causes):
 - Illinois Institute of Technology: Board Chair (retired).
 - Sante Fe Institute: Board Chair (retired).
 - Universities Research Association: Board Vice Chair (retired).

Author

- History: America's Founding Secret (What the Scottish Enlightenment Taught Our Founding Fathers)
- Business: The Idea of Ideas

FOUO

October 10, 2006

TO: Lt Gen Gene Renuart

CC: Mary Claire Murphy

FROM: Donald Rumsfeld *DR*



SUBJECT: *Thank You Note* to Lipica Horse Farm

Let's be sure we get a nice thank you note off the the fellow from the Lipica horse farm, and thank him for the painting, horseshoe, carriage ride and the opportunity to see the chapel.

Thanks.

DHR:as
SP101006-03

.....
Please Respond By October 17, 2006

OCT 12 2006

SNOWFLAKE RESPONSE ATTACHED

*I'LL TAKE CARE OF
THIS IF SOMEONE
WOULD PROVIDE ME
A COPY OF THIS
SNOWFLAKE WHEN
FINALIZED*

FOUO

11-L-0559/OSD/60093

33550

1006406

from MCM

Gifts;

President Vujanovic of Montenegro---Octoechos book---first book printed in the first Cyrillic printing office in Sout Slavic countries in 1494. Printing was done by monks-- of Montenegro--

Montenegro--

PM Djukanovic of Montenegro gave both DR and JR gifts--his wife was also there and they hosted beautiful luncheon for them at Gorica Villa--he gave DR a set of centenary Montenegrin state coins; he also gave Joyce a beautiful handwoven Montenegrin national costume--

Albania--MoD spouse Mrs. Juliette (sp) (correct spelling is on gift) Mediu gave JR a framed piece of an antique decorative traditional Albanian dress--over 100 yrs old--

Also, PM's wife, Mrs. Berisha, gave Joyce a lovely delicate silver wishing well (decorative piece)--representing traditional Albania where the women used to get the water, etc.

Also, Mrs. Mediu and Mrs. Berisha took Joyce to breakfast, tour of National History Museum and lunch too--

- ^{Li Janet}
Slovenia--at Lipica Horse Farm, the Director, Matjaz Pust presented DR a framed photograph of a ~~Lippozar~~ (sp) horse--taken by the farm's official photographer --Sibil Slejko--she was also there-- the manager was very sharp, and has only been there for 5 months, as he is a "crisis CEO" business person and was brought on board to restore and improve the Horse farm-- (so letter should say something like Good luck with your efforts to preserve such a beautiful historic place and traditions-, etc.

Address:

Stud Farm Lipica
Lipica 5, SL-6210 Sezana, Slovenia
www.lipica.org

Slovenia--also, the MoD of Slovenia (host for Ministerial) H.E. Karl Viktor Erjavec, gave DR a traditional bronze cavalier horse---and gave Joyce a traditional Slovenian ceramic plate----

Sent from my BlackBerry Wireless Device

OK'd via MCM
Thx
CSC 14/11

Lipizzan

From Wikipedia, the free encyclopedia

The Lipizzan, or Lipizzaner (Slovene *Lipicanec*), is a breed of horse closely associated with the Spanish Riding School of Vienna, Austria where the finest representatives of the breed demonstrate the "high school" movements of classical dressage, including the highly advanced "airs above the ground." The Lipizzan breed dates back to the 16th century, when it was developed with the support of the Habsburg nobility. The horses take their name from one of the oldest stud farms where the breed developed, Lippiza, a Kras village now known as Lipica (*Italian*: Lippizza), near Trieste in modern-day Slovenia.



A Lipizzaner.

Contents

- 1 Breed characteristics
 - 1.1 Color
- 2 Training of Lipizzan Horses
- 3 The "Airs"
- 4 Breed History
 - 4.1 Foundation Stallions
 - 4.2 The Rescue of the Lipizzan:
- 5 The Modern Lipizzan
- 6 Lipizzans in popular culture
- 7 References
- 8 External links

Breed characteristics

Most Lipizzans measure between fourteen and sixteen hands. They are compact and muscular, with very powerful hindquarters, allowing them to do the difficult "High School" (Dressage) movements, including the "airs above the ground." They generally have a strong-featured head with a convex profile, set high on a well-muscled, arched neck. They have short cannons, their legs have good bone, and well-sloped shoulders. Their gaits are powerful and elastic, although different in style from the Warmblood breeds seen in many Dressage competitions. Lipizzans are naturally balanced, well-known for excellent trainability and intelligence.

Lipizzans are slow to mature, usually not being put under saddle until the age of four, and not considered fully mature until the age of seven. However, they also are long-lived horses, often performing well into their mid-20s, and living into their thirties. For example, the stallion Siglavy Mantua I was a featured solo performer with the Spanish Riding School at the age of 26 during its 2005 tour of the United States.

Color

Aside from the rare solid-colored horse (usually bay or black), all Lipizzans are gray

As with all gray horses, they are born dark and become lighter each year as the graying process takes place. Lipizzans usually gray quickly. They



THE SECRETARY OF DEFENSE
WASHINGTON

Ms. Sibil Slejko
Horse Farm Lipica
Lipica 5
SL-6210 Sezana, Slovenia

Dear Ms. Slejko,

I wanted to write and let you know how much *we all*
enjoyed ~~my~~ ^{our} time in Lipica. The tour of the horse farm was
terrific. *Thank* you, for helping make our visit such a
pleasure. *So much*

I also want to ~~thank~~ ^{my} you for the Lipizzaner
photograph you took. It is ~~impressive~~ ^{amazing}, and will serve as a
beautiful reminder of ~~my~~ ^{our} visit to Slovenia. I am delighted to
have it. *Appreciation and*

With my best wishes,
L

Sincerely,



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 12 2006

335 SP

Ms. Sibil Slejko
Horse Farm Lipica
Lipica 5
SL-6210 Sezana, Slovenia

Dear **Ms. Slejko**,

I wanted to write and let you know how much we all enjoyed **aut** time in Lipica. The tour of the horse farm was **terrific**. Thank you so much for helping make our visit such a **pleasure**.

I also **want** to thank you for the Lipizzaner photograph you took. It is most impressive, and **will** serve **as** a beautiful reminder of our visit to Slovenia. I am delighted to have it.

12 OCT 2006

With my appreciation and best wishes,

Sincerely,

1004206

11-L-0559/OSD/60097



OSD 16011-06

10/13/2006 9:11:43 AM



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 12 2006

Mr. Matjaz Pust
Director
Horse Farm Lipica
Lipica 5
SL-6210 Sezana, Slovenia


Dear Mr. Pust,

It was such a pleasure to meet you, and I wanted to **write** and thank you for the superb tour of the horse farm. **The** carriage ride, the chapel and seeing the beautiful Lipizzaner horses all made Lipica a highlight of my visit to Slovenia.

I also want to thank you for the horseshoe and for the impressive photograph of the Lipizzaner that Sibil Slejko took. I am delighted to have these reminders of my time with you.

Please know how much Joyce and I appreciated your warm hospitality. It was kind of you to take time out of your day to host us, and I wish you all the best in your efforts to preserve such a fine historic place.

Sincerely,



11-L-0559/OSD/60098

OSD 16011-06



10/13/2006 9:11:42 AM



OFFICE OF THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301

NOV 7 2006

Ms. Sibil Slejko
Horse Farm Lipica
Lipica 5
SL-6210 Sezana, Slovenia

Dear Ms. Slejko,

Thank you again for the lovely Lipizzaner photograph you gave Secretary Rumsfeld during his visit to Lipica. He appreciated your thoughtfulness a great deal.

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.

Sincerely,

Mary C. Murphy
Special Assistant to the
Secretary of Defense
for Protocol

Enclosure



11-L-0559/OSD/60099

OSD 16011-06



11/7/2006 4:14:19 PM

33550

7 NOV 06

1006706

[REDACTED]

00X

DATE

PAY TO THE ORDER OF Sibil Sejko
Two hundred fifteen and 70/100 —
THE NORTHERN TRUST COMPANY



Northern Trust

MEMO 1624A

Name

(b)(6)

[REDACTED]

11-L-0559/OSD/60100

11/17/2006 4:14:13 PM

OSD 16011-06



OFFICE OF THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301

NOV 7 2006

Mr. Matjaz Pust
Director
Horse Farm Lipica
Lipica 5
SL-6210 Sezana, Slovenia

Dear Mr. Pust,

Thank you again for your hospitality, the horseshoe and the wonderful Lipizzaner photograph you gave Secretary Rumsfeld during his visit to Lipica. He appreciated it all a great deal.

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.

Sincerely,

Mary C. Murphy
Special Assistant to the
Secretary of Defense
for Protocol

Enclosure



11-L-0559/OSD/60101



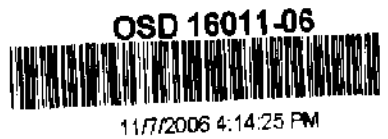
OSD 16011-06

11/7/2006 4 14 24 PM

33550

7 NOV 06

10 OCT 06



OSD 16011-06

11/7/2006 4:14:25 PM

(b)(6) 375

DATE 10-31-06

PAY TO THE ORDER OF Mortgage Trust

\$ 46,000.00

Forty six thousand
OF NORTHERN TRUST COMPANY

DOLLARS 11

Northern Trust

MEMO 11024610012

Transfondo

(b)(6)



THE SECRETARY OF DEFENSE
WASHINGTON

110.01

October 24, 2006

The Honorable Chet Edwards
U.S. House of Representatives
Washington, DC 20515

Dear Representative Edwards:

*Thank you for the letter you signed with Representative
McHugh regarding the Army's budget for Fiscal Year 2008.
I have asked Deputy Secretary of Defense Gordon England to get
right back to you on this.*

With best wishes,

Sincerely,

24 Oct 06

5 Oct 06

OSD 16051-06



11-L-0559/OSD/60103

10/24/2006 2:08:46 PM



THE SECRETARY OF DEFENSE
WASHINGTON

October 24, 2006

The Honorable John M. McHugh
U.S. House of Representatives
Washington, DC 20515

Dear Representative McHugh:

Thank you for the letter you signed with Representative Edwards regarding the Army's budget for Fiscal Year 2008. I have asked Deputy Secretary of Defense Gordon England to get right back to you on this.

With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to read "Gordon England".

OSD 16051-06



10/24/2006 2:08:47 PM

11-L-0559/OSD/60104

11/2
1500



UNDER SECRETARY OF DEFENSE
1100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1100



11/3

ACTION MEMO

November 1, 2006, 5:00 PM

110,01

FOR DEPUTY SECRETARY OF DEFENSE

FROM: Tina W. Jonas *[Signature]*

SUBJECT: Additional Fiscal Year (FY) 2008 Funding for the Army - Response to House Army Caucus Chairs

- Attached for your signature is a proposed response to Representatives John M. McHugh and Chet Edwards (Tab A).
- Representatives McHugh and Edwards, as co-chairs of the House Army Caucus, wrote to the Secretary requesting that he increase the Army's resources for FY 2008 (Tab B).
- The proposed response thanks them for their concerns and assures them that the Administration is committed to providing sufficient resources to support the Army and the other Services.

RECOMMENDATION: Sign the proposed response. (Tab A).

COORDINATION: Tab C.

Attachments:
As stated

1 Nov 06

Prepared By: J. Karstens, (b)(6)

5 Oct 06

SD CA		DSD SA	RE 6 NOV
SD SMA		DSD SMA	11/13
SD MA		DSD MA	11/3
TSA	11/2	DSD CA	
STF DIR			
ES	11/2	110 (13010)	
ESR MA	11/2	ESD	

11-L-0559/OSD/60105

OSD 16051-06



11/2/2006 10:44:45 AM

TAB

A



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

NOV - 6 2006

The Honorable John M. McHugh
U.S. House of Representatives
Washington, DC 20515

Dear Representative McHugh:

This is in response to your letter to Secretary Rumsfeld where you expressed concerns about the level of resources for the Army in fiscal year (FY) 2008. The Administration is committed to providing the Army with **funds** needed to support readiness and reconstitution of equipment, along with the necessary force structure. The Department is reviewing the FY 2008 funding levels to ensure that our military have what they need in theater and are protected when they are in harm's way. The Department remains focused on sustaining the military, their families, and the civilian workforce as they continue to fight the Global ~~War~~ on Terror.

The Department's ability to meet our military readiness needs and end strength goals is dependent on how the Congress adjusts the President's Budget request for Defense. Over the last three fiscal years, Congress has consistently underfunded the President's request. From FY 2005 through FY 2007, Congress reduced the President's Budget request for Defense by \$1.6 billion, \$8.5 billion, and \$4 billion, respectively. Such reductions put military readiness at **risk** and make it more difficult to provide the Army the resources it needs.

The Department appreciates your support and assistance for the Administration's efforts to provide our military forces with the resources that they need to win this fight against terror and to be prepared for other threats against our nation. A similar letter is being sent to Representative Edwards.



11-L-0559/OSD/60107



OSD 16051-06

11/7/2006 1:05:58 PM



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

NOV - 6 2006

The Honorable Chet Edwards
U.S. House of Representatives
Washington, DC 20515

Dear Representative Edwards:

This is in response to your letter to Secretary Rumsfeld where you expressed concerns about the level of resources for the Army in fiscal year (FY) 2008. The Administration is committed to providing the **Army** with funds needed to support readiness and reconstitution ~~of~~ equipment, along with the necessary force structure. The Department is reviewing the FY **2008 funding** levels to ensure that **our** military have what they need in theater and are protected when they are in harm's way. The Department remains focused on sustaining the military, their families, and the civilian workforce ~~as~~ they continue ~~to~~ fight the Global ~~War~~ on Terror.

The Department's ability to meet our military readiness needs and end strength goals is dependent on how the Congress adjusts the President's Budget request for Defense. Over the last **three** fiscal years, Congress has consistently underfunded the President's request. *From FY 2005 through FY 2007, Congress* reduced the President's Budget request for Defense by \$1.6 billion, \$8.5 billion, and **\$4 billion**, respectively. Such reductions put military readiness at **risk** and make it more difficult to provide the Army the resources it needs.

The Department appreciates your support and assistance for the Administration's efforts to provide our military forces with the resources that they need to **win this** fight against terror and to be prepared for other threats against our nation. A similar letter is being sent to Representative McHugh.



11-L-0559/OSD/60108

OSD 16051-08



11/7/2006 1:05:58 PM

TAB B

Congress of the United States

Washington, DC 20515

October 5, 2006

The Honorable Donald Rumsfeld
Secretary of Defense
Room 33966 The Pentagon
Washington, D.C. 20301

Dear Mr. Secretary:

As cochairs of the House Army Caucus, we believe there is growing evidence that the resources to sustain the Army's readiness and reset the force are inadequate. Congress recognizes these shortfalls and provided for some of them in the fiscal year 2007 defense authorization bill for readiness and resetting the force. Yet, significant challenges still remain in future years. Accordingly, we respectfully request that an increase in resources for the Army be made part of the fiscal year 2008 budget request.

While supplemental funding has been a stop-gap measure to address immediate war-time needs and will be needed in the foreseeable future, a funding strategy predicated upon supplementals will not address the financial challenges faced by the Army—active, guard and reserves.

We believe that the Army is living hand-to-mouth from one reprogramming to the next, using fourth quarter funds to pay its bills. The problematic nature of such funding practices is exemplified in the shortfalls in base operations accounts. The inadequate funding levels in these accounts impacts support services for soldiers and their families, as well as civilian employees who help provide such services.

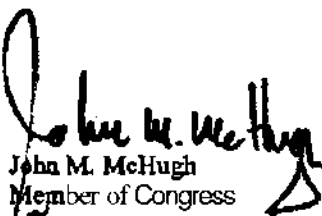
To fund the war, reset the force and modernize, the Secretary of the Army is reducing the sustainment base and the trainees, transients, holdees, and students (TTHS) account as a way to address personnel spaces and funding shortfalls. While we understand this effort needs to be undertaken, we do not believe it will produce the expected results.

As you well know, the Army's mission has increased dramatically since the events of September 11, 2001 and the commencement of U.S. efforts in Iraq, yet its share of the Defense Department budget has essentially remained unchanged. Again, we urge you to ensure that the Army has the necessary resources to carry out its mission in the fiscal year 2008 budget and beyond.

Mr. Secretary, we appreciate everything you do for our men and women in uniform and look forward to working with you to ensure that the Army's budget addresses its current size and commitments.

With best wishes, we are

Sincerely yours,


John M. McHugh
Member of Congress


Chet Edwards
Member of Congress

PRINTED ON RECYCLED PAPER



OSD 18051-06

10/13/2006 7:25:59 AM

11-L-0559/OSD/60110

TAB

C

COORDINATION SHEET

SUBJECT: Additional FY 2008 Funding for the Army – Response to House Army Caucus

ASD(Legislative Affairs)
2006

Robert L. Wilkie

October 23,

Deputy Assistant Secretary
of Defense
House Affairs

Office of Management and Budget
2006

Jim Martin for Joe Bowab

October 19,

Associate Director, National
Security and International
Affairs

~~FOUO~~

OCT 18 2006

TO: Robert Wilkie

FROM: Donald Rumsfeld *DR*

SUBJECT Response to Congressional Letters About Funding

I would like to see the first draft of the response to these incoming Congressional letters that say something is underfunded in the budget. In the response, we need to point out **all** the things they did to cut our budget, to add things we didn't want, and to prohibit us from saving funds.

I don't think the Comptroller should answer the attached letters. I think it should probably be Gordon or me.

Thanks.

Attach. 10/5/06 McHugh/Edwards ltr to SD (OSD 16051-06) ; 9/29/06
Congressional ltr to SD (OSD 16052-06)

DHR:dh
SF101706-15

Please Respond By 10/26/06

~~FOUO~~

OSD 16051-06



10/24/2006 3:40:08 PM

11-L-0559/OSD/60113

10,01

18 Oct 06

5 Oct 06

Congress of the United States

Washington, DC 20515

October 5, 2006

The Honorable Donald Rumsfeld
Secretary of Defense
Room 3E966 The Pentagon
Washington, D.C. 20301

Dear Mr. Secretary:

As co-chairs of the House Army Caucus, we believe there is growing evidence that the resources to sustain the Army's readiness and reset the force are inadequate. Congress recognizes these shortfalls and provided for some of them in the fiscal year 2007 defense authorization bill for readiness and resetting the force. Yet, significant challenges still remain in **future** years. Accordingly, we respectfully request that an increase in resources for the Army be made part of the fiscal year 2008 budget request.

While supplemental funding has been a stop-gap measure to address immediate war-time needs and will be needed in the foreseeable **future**, a funding strategy predicated upon supplementals will not address the financial challenges faced by the Army—active, guard and reserves.

We believe that the Army is living hand-to-mouth from one reprogramming to the next, using fourth quarter funds to pay its bills. The problematic **nature** of such funding practices is exemplified in the shortfalls in base operations accounts. The inadequate funding levels in these accounts impacts support services for soldiers and their families, as well as civilian employees who help provide such services.

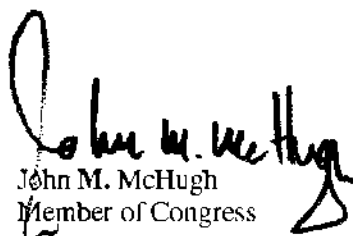
To fund the war, reset the force and modernize, the Secretary of the Army is reducing the sustainment base and the trainees, transients, boldees, and students (TTHS) account as a way to address personnel spaces and funding shortfalls. While we understand this effort needs to be undertaken, we do not believe it will produce the expected results.

As you well know, the Army's mission **has** increased dramatically since the events of September 11, 2001 and the commencement of U.S. efforts in Iraq, yet its share of the Defense Department budget has essentially remained unchanged. Again, we urge-you to ensure that the Army has the necessary resources to carry out its mission in the fiscal year 2008 budget and beyond.

Mr. Secretary, we appreciate everything you do for our men and women in uniform and look forward to working with you to ensure that the Army's budget addresses its current *size* and commitments.

With best wishes, we **are**

Sincerely yours,


John M. McHugh
Member of Congress


Chet Edwards
Member of Congress

OSD 16051-06



10/13/2006 7:25:59 AM

11-L-0559/OSD/60114



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

NOV - 6 2006

110.01

The Honorable John M. McHugh
U.S. House of Representatives
Washington, DC 20515

Dear Representative McHugh:

This is in response to your letter to Secretary Rumsfeld where you expressed concerns about the level of resources for the Army in fiscal year (FY) 2008. The Administration is committed to providing the Army with funds needed to support readiness and reconstitution of equipment, along with the necessary force structure. The Department is reviewing the **FY** 2008 funding levels to ensure that our military have what they need in theater and are protected when they are in harm's way. The Department remains focused on sustaining the military, their families, and the civilian workforce as they continue to fight the Global War on Terror.

The Department's ability to meet our military readiness needs and end strength goals is dependent on how the Congress adjusts the President's Budget request for Defense. Over the last three fiscal years, Congress **has** consistently underfunded the President's request. From FY 2005 through FY 2007, Congress reduced the President's Budget request for Defense by \$1.6 billion, \$8.5 billion, and **\$4**billion, respectively. Such reductions put military readiness at risk and make it more difficult to provide the Army the resources it needs.

The Department appreciates your support and assistance for the Administration's efforts to provide our military forces with the resources that they need to win this fight against terror and to be prepared for other threats against our nation. A similar letter is being sent to Representative Edwards.

6 Nov 06

50406

11-L-0559 OSD/60115



OSD 16051-06

1117120061:05:58 PM



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

NOV - 6 2006

The Honorable Chet Edwards
U.S. House of Representatives
Washington, DC 20515

Dear Representative Edwards:

This is in response to your letter to Secretary Rumsfeld where you expressed concerns about the level of resources for the Army in fiscal year (FY) 2008. The Administration is committed to providing the Army with funds needed to support readiness and reconstitution of equipment, along with the necessary force structure. The Department is reviewing the FY 2008 funding levels to ensure that our military have what they need in theater and are protected when they are in harm's way. The Department remains focused on sustaining the military, their families, and the civilian workforce as they continue to fight the Global War on Terror.

The Department's ability to meet our military readiness needs and end strength goals is dependent on how the Congress adjusts the President's Budget request for Defense. Over the last three fiscal years, Congress has consistently underfunded the President's request. From FY 2005 through FY 2007, Congress reduced the President's Budget request for Defense by \$1.6 billion, \$8.5 billion, and \$4 billion, respectively. Such reductions put military readiness at risk and make it more difficult to provide the Army the resources it needs.

The Department appreciates your support and assistance for the Administration's efforts to provide our military forces with the resources that they need to win this fight against terror and to be prepared for other threats against our nation. A similar letter is being sent to Representative McHugh.

11-L-0556 OSD/60116

OSD 18051-08



11/7/2006 1:05:58 PM



THE SECRETARY OF DEFENSE
WASHINGTON

October 24, 2006

The Honorable Christopher J. Dodd
United States Senate
Washington, DC 20510

Dear Senator Dodd:

Thank you for your letter regarding the Department's budget for U.S. military efforts in Iraq. I have asked Dr. Francis Harvey, Secretary of the Army, to address this matter. He will get back to you as soon as possible.

With best wishes,

Sincerely,

OSD 16073-06



10/24/2006 4 07 42 PM

11-L-0559/OSD/60117

320.2

24 Oct 06

12 Oct 06

OFFICE OF THE SECRETARY OF DEFENSE
THE EXECUTIVE SECRETARY

10/20

Mr. Rangel

- Sen Dodel letter currently
tasked to USD(C)
- Relevant SF at orange TAB
- + 3 versions kept under
 - Army respond
 - LA "
 - PA "
- Recommend Army. *Concur R.*
-- Will retask as required.

V/1

Bin

ES

- Alternate Act ~~under~~
next under

- Please advise
(391 also attached)
as to who should
have lead & we will
transfer

V/R,

~~2005-06~~

JL:ESB

_____ OK - SOM*

_____ Change and SOM*

_____ SOM* and use to close

* **SOM** signature as 'Donald Rumsfeld'
unless otherwise indicated.

The Honorable Christopher J. Dodd
United States Senate
Washington, DC 20510

Dear Senator Dodd:

Thank you for your letter regarding the Department's budget for U.S. military efforts in Iraq. I have asked Dr. Francis Harvey, Secretary of the Army, to address this matter. He will get back to you **as** soon as possible.

With best wishes,

Sincerely,

OSD 16073-06

EXECUTIVE SERVICES DIRECTORATE

3C975 (b)(6)

11-L-0559/OSD/60119

FOUO

OCT 18 2006

320.2

TO Robert Wilkie
FROM Donald Rumsfeld *TR*
SUBJECT: Response to Senator Dodd

I don't think the Comptroller is ~~the~~ right person to answer the attached letter from Senator Christopher Dodd. His letter is based on Pete Schoonaker's comments about the current force levels for four more years, which was just a *total* misquote of what he said.

Please see what you can do to get the right kind of a response, to knock it down hard and fast.

Thanks.

Attach. 10/12/06 Dodd ltr to SD (OSD 16073-06)

DER:dh
SF101706-16

.....
Please Respond By October 26, 2006

18 Oct 06

12 Oct 06

FOUO

OSD 16073-06



10/24/2006 4:37:12 PM

11-I -0559/OSD/60120

CHRISTOPHER J. DODO
CONNECTICUT

1 COMMITTEES:
BANKING, HOUSING, AND
URBAN AFFAIRS

FOREIGN RELATIONS

HEALTH, EDUCATION,
LABOR, AND PENSIONS

RULES AND ADMINISTRATION

United States Senate

WASHINGTON, DC 20510-0702

October 12, 2006

WASHINGTON OFFICE:
448 RUSSELL SENATE OFFICE BUILDING
(202) 224-2823
TDD: (202) 224-6664

STATE OFFICE:
100 GREAT MEADOW ROAD
WETHERSFIELD, CT 06109
(860) 258-6940
TDD: (860) 579-7499

HOME PAGE: <http://dodd.senate.gov>

The Honorable Donald Rumsfeld
Secretary of Defense
1000 Defense Pentagon
Washington, DC 20301-1000.

Dear Secretary Rumsfeld:

I am writing to you in light of today's media reports on plans to maintain current force-levels in Iraq for another four years. I remain concerned that maintaining approximately 140,000 troops in Iraq presents significant challenges to the U.S. military's ability to perform its most critical security missions.

As Army Chief of Staff General Peter Schoomaker has repeatedly stated, exhausted stocks of vehicles and gear, as well as manpower shortages are leaving our forces strained beyond precedent and ill-prepared for combat duty. I am sure that you will agree that our soldiers' bravery and valor can never be exhausted. But the same cannot be said for the fleets of humvees, trucks, and aircraft they depend on. For this reason, I offered an amendment to the Fiscal Year 2007 Defense Appropriations bill to ensure that a \$1.7 billion shortfall in critical funding for repairing and replacing this weaponry was addressed. As you know, my amendment was approved unanimously by the Senate and incorporated into the final version of the Defense spending bill. But much more remains to be done.

As the United States responds to nuclear posturing along the Korean Peninsula, it is particularly important today that efforts are made to relieve the strain being placed on our Armed Forces. The United States must always be in a position to exercise all of its foreign policy options, including the military option.

Once again, it is being reported that the Army Chief of Staff is requesting that the proposed Department of Defense budget address critical shortfalls in the budget to replace or repair our fleets of vehicles and equipment wiped out and lost due to combat in Iraq and Afghanistan. Moreover, senior Army officials have been cited as expressing concern that the Army's current end-strength is inadequate to meet the ongoing manpower requirements of the wars.

Nonetheless, Congress' efforts to expand the size of the Army have been obstructed, forcing individual soldiers to repeatedly rotate into areas of operation for over a year. Such policies have seemingly strained unit morale, mental health, and military family relations. Now, according to media accounts, America's citizen-soldiers in the National Guard and Reserves are being told that they may have to increase the number of overseas deployments, even beyond the current rate of once every three to four years.

PRINTED ON RECYCLED PAPER

11-L-0559/OSD/60121

OSD 16073-06



10/12/2006 11:23 14 AM

As policy-makers, we should have no higher priorities than the preparedness of our military to protect our nation. Meeting these needs necessarily requires that we look after the safety and wellbeing of America's troops deployed in harm's way. As you develop the fiscal year 2008 Defense budget, I strongly urge you to develop a plan that will meet a \$25 billion requirement for vehicle and equipment needs reportedly identified by Army Chief of Staff General Peter Schoomaker. Furthermore, I strongly urge you to take steps to relieve the personnel strains caused by current defense policies and expand the active Army force to 560,000 troops, as advised by former Army Chief of Staff and current president of the Association of the United States Army, General Gordon Sullivan.

I look forward to reviewing a prompt response to this letter.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Dodd", written over the printed name.

CHRISTOPHER J. DODD

United States Senator



A R M Y

320.2

The Honorable Christopher J. Dodd
United States Senate
Washington, DC 20510

Dear Senator Dodd:

Thank you for your letter of October 12, 2006, to the Secretary of Defense, Honorable Donald Rumsfeld, concerning Army resources and readiness. Secretary Rumsfeld asked me to respond on his behalf.

The Nation continues to ask a great deal of the Army, and as you noted, our Soldiers are responding with extraordinary bravery and valor. It is imperative we do not take their service and sacrifices for granted. We must resource our Soldiers with the best training, equipment, and leadership that our Nation can offer, while at the same time provide them with a quality of life that is commensurate with the quality of their service.

I appreciate Congress' recent support, particularly for fully funding the Army's Fiscal Year 2007 reset requirement of \$17.1 billion in the fiscal year 2007 Defense Appropriations Act. Reset is critical to supporting the current fight, and it is vitally important to the future readiness of our Army. It is not a short-term requirement either. We will continue to require significant funds to repair, replace, and recapitalize our equipment for 2-3 years beyond the cessation of hostilities.

The scale of the Army's contribution to the current fight has strained all components of our force -- Active, Guard, and Reserve. The Quadrennial Defense Review calls for the Army to have 18 to 19 brigades available for deployment at all times. Due to existing requirements, we have surged well above this level for an extended period of time. We have done a great deal to minimize this strain, to include developing the Army Force Generation (ARFORGEN) Model to determine how to resource requests for Army forces. This model is based on predictable and assured access to reserve component units. It is important to understand that the deployment of reserve component forces is not an indication of a lack of readiness. Rather it is a fundamental part of our plan to resource Army requirements. It also represents a shift in the reserve component's role from a strategic reserve to an operational reserve.

Consistent with the authority provided by Congress in the National Defense Authorization Act for Fiscal Year 2007, the Army plans to grow to approximately 512,000 in 2008. This authority gives us the headroom both to transform the Army, and to increase the number of active duty brigade combat teams from 33 to 42. These initiatives have increased the operational Army from our pre-9/11 operational strength of

(12 Oct 06)

11-L-0559/OSD/60123

R 16073-06

303,224 to 341,902 today. Our current plan is to increase the operational Army to 355,000 by Fiscal Year 2008. As always, the size of the Army will be reevaluated annually, and adjusted in accordance with operational demands.

Every 10,000 Soldiers added to the Army endstrength costs approximately \$1.2 billion per year. Funding for Army end-strength above 482,4000 is not included in the fiscal years 2008 – 2013 Program, and the Army simply cannot absorb an endstrength increase without a corresponding increase in resources. An unresourced endstrength increase would significantly exacerbate our continuous challenge to balance warfighting, readiness, reset, and modernization requirements.

As we developed the Fiscal Year 2008 budget, we worked closely with the Office of the Secretary of Defense to ensure that the resources the Army requires to support our National Security Strategy are clearly communicated and fully justified. Secretary Rumsfeld understands our requirements, and supports our efforts to balance the resources we receive with the requirements asked of us.

Ultimately, our Army's readiness, both today and tomorrow, depends on a national commitment to recruit, train, and equip our Soldiers, and to support their families – it is really a matter of National priorities, not affordability. At the height of the Second World War, Defense expenditures exceeded 38 percent of our Gross Domestic Product (GDP). Today, these expenditures amount to less than 4 percent of the GDP. In this extraordinarily dangerous time for the Nation, we can and must reverse this trend.

With the support of Congress, we have prepared the Army to operate in the 21st Century security environment. But as we look to Fiscal Year 2008 and beyond, we face significant challenges. I look forward to working together with the Congress as we address these important issues.

Thank you for your interest in the well-being of our Soldiers and their families and your continued support of our Army.

Sincerely,



Francis J. Harvey

~~FOUO~~

OCT 02 2006

TO: Peter Rodman
CC: Eric Edelman
Li Gen Gene Renuart
FROM: Donald Rumsfeld *JA*
SUBJECT: Interventions Included as Part of Cables

I would think my written interventions ought to be sent back as part of a cable, so people know what we said and we have a record of it. Do we include that material?

Thanks.

DHR-ja
10/10/06-22 (prev. version) doc

IP: 10/10/06-22
Please respond by October 5, 2006

~~FOUO~~

11-L-0559/OSD/60125

OSD 16086-06



10/13/2006 12:18:13 PM

350.00159

200506

INFO MEMO

OCT 13 2006

USDP *EE*
I-06/012886-ES
SF 101006-22

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) *WR* OCT 12 2006**SUBJECT:** Interventions Included as Part of Cables

- You asked **us** to establish procedures to make sure your written interventions are distributed widely.
 - For the Defense Ministerial of the Americas (**DMA**) we worked with your speech writer, Public Affairs, and the Defense Attaché (DATT) in Managua to get your "as delivered" remarks distributed electronically to Embassies throughout the region and posted on Defense Link.
 - We also gave hard copies of your "as delivered" remarks to DMA attendees.
- In the future, the on-site Public Affairs and Policy/DATT teams will coordinate to make sure your prepared remarks and written interventions reach the widest possible audience in-theater and here at home.
 - Where practical, we will include the written interventions as part of the overall conference reporting cable.
 - In some cases it will be quicker if we transcribe your remarks in a separate cable, and coordinate with the DATTs to distribute the cable to regional embassies.

FOUO

11-L-0559/OSD/60126

OSD 16086-06



10/13/2006 12 18 27 PM

56.00150

12 OCT 06

20 06

~~FOUO~~

POLICY COORDINATION SHEET

Subject: Interventions Included as Part of Cables

I-Number: 06/012886-ES

PDUSDP

Ryan Henry

PDASD/ISA

Mary Beth Long

12 October 2006

Western Hemisphere Affairs

Caryn Hollis

10 October 2006

Public Affairs

Col Abbott

11 October 2006

~~FOUO~~

11-L-0559/OSD/60127

~~FOUO~~

OCT 02 2006

TO: Peter Rodman
CC: Eric Edelman
Li Gen Gene Renwart
FROM: Donald Rumsfeld *DR*
SUBJECT: *Interventions Included as Part of Cables*

I would think my written interventions ought to be sent back as part of a cable, so people know what we said and we have a record of it. Do we include that material?

Thanks.

DHR:ds
100100-22 (travel computer) doc

10/10/06-22

Please respond by October 5, 2006

~~FOUO~~

11-L-0559/OSD/60128

2113 ✓
730
11/2
0820
13
030



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

381

ACTION MEMO

October 12, 2006, 2:48 p.m.

FOR: SECRETARY OF DEFENSE

FROM: Ken Krieg, JED(AT&L) OCT 13 2006

SUBJECT: Transformation Brief (SF081406-22)

- You asked me to prepare a plan to present the Transformation Brief to key audiences (TAB A). I am on the schedule to brief the Defense Business Board and the Defense Science Board. Contingent on your approval, I will brief military analysts, think tank reps, and good governance groups after the first of the year. Ryan Henry has offered to brief them when I am not available. The full communications plan is at TAB B.
- Slides we will use are at TAB C.
- Leave Behind fact sheet at TAB D.

12 Oct 06

RECOMMENDATION: Approve the communications plan.

Approve ☒ Disapprove ☐ Other ☐

COORDINATION: TAB E

Attachments:
As stated

14 AUG 06

Prepared by: Juli R. Branson, (b)(6)

FOR OFFICIAL USE ONLY

SD CA		DSD SA	
SD SMA		DSD SMA	
SD MA		DSD MA	
TSA		DSD CA	
STF DIR			
ES			



11-L-0559/OSD/60129

OSD 16097-06



10/12/2006 2:49 PM

ESD:

16907-06 handed to

ATC - Steve Mackey for

PA coord.

VR
/s/ Greg



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACTION MEMO

October 12, 2006, 2:48 p.m.

FOR: SECRETARY OF DEFENSE

FROM: Ken Krieg, USD(AT&L) *[Signature]* OCT 13 2006

SUBJECT: Transformation Brief (SF08 1406-22)

- You asked me to prepare a plan to present the Transformation Brief to key audiences (TAB A). I am on the schedule to brief the Defense Business Board and the Defense Science Board. Contingent on your approval, I will brief military analysts, think tank reps, and good governance groups after the first of the year. Ryan Henry has offered to brief them when I am not available. The full communications plan is at TAB B.
- Slides we will use are at TAB C.
- Leave Behind fact sheet at TAB D.

RECOMMENDATION: Approve the communications plan.

Approve _____ Disapprove _____ Other _____

COORDINATION: TAB E

Attachments:
As stated

Prepared by: Juli R. Branson, (b)(6)

~~FOR OFFICIAL USE ONLY~~



11-L-0559/OSD/60131

OSD 16097-08



10/13/2006 2:37:52 PM

~~FOUO~~

August 14, 2006

TO: Ken Krieg

CC: Robert Rangel
Dorrance Smith

FROM Donald Rumsfeld

DA.

SUBJECT: Transformation Brief

Ken Krieg now ~~has an~~ unclassified transformation brief. The President was briefed on it today. I think it ought to be briefed to:

- The Defense Policy Board
- The Defense Science Board
- The Defense Business Board
- TheSLRG
- Talking Heads (possibly)
- Places like Brookings or ~~AEI~~ (possibly)

Let's develop ~~an~~ approach and get moving on it.

Thanks.

DHR:ss
SF081406-22

.....
Please Respond By 09/28/06

~~FOUO~~

11-L-0559/OSD/60132

KRIEG COMMUNICATIONS PLAN

Purpose:

Ken Krieg, USD(AT&L), or surrogate [**Ryan Henry**]¹, will give an update on the progress DoD has made in transforming from a 20th Century industrial age defense structure to a 21st Century information age apparatus. The briefing will translate the Transformation vision into implementation, provide status of the effort, and close with a discussion about how we might institutionalize the changes necessary to transform DoD. In addition, the briefing will highlight several DoD Transformation accomplishments broken out into broad categories to include the magnitude of change made by BRAC initiatives, as well as an overview of operations and missions.

Meeting Format:

15-minute briefing with Power Point Slides, and 30 minutes Q/A discussion.

Leave Behind

2-page Fact Sheet with talking points and contact information.

Briefing Calendar/Timeline:

Defense Business Board ¹	December 6, 2006
Defense Science Board ³	Oct 18-19, 2006, Feb 7-8, May 9-10, Oct 24-25, 2007
Defense Policy Board	TBD
Surrogate Briefings ⁴	January - February
Military Analysts Roundtable	
Business Roundtable	
Think Tank Reps (invitations to include Brookings, Heritage and AEI)	
Good Governance Groups (CAGW)	

SLRG previously briefed.

¹Left word for Mr. Henry who will return from China trip Monday that Mr. Krieg would like him to be surrogate, and leaving a copy of this draft for coordination.

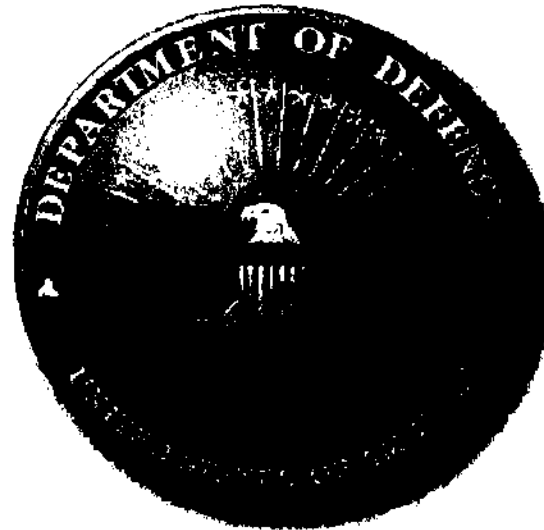
²Item penciled into agenda. Need to confirm place on agenda with DBB.

³Mr. Krieg out of country for October dates, mom on agenda for surrogate; February agenda also open. Need to confirm preferred date with DSB.

⁴These are surrogate groups we have identified in OSD Writer's Group Rapid Response Team. We have contact lists, but have not set up or contacted. Awaiting plan approval.

UNCLASSIFIED

Defense Transformation



UPDATE

August 2006
UNCLASSIFIED

(DELIBERATIVE DOCUMENT: For discussion purposes only. Do not release under FOIA)

11-L-0559/OSD/60134



UNCLASSIFIED

Overview

- ☐ Assumptions
- ☐ Defining transformation
- ☐ Accomplishments
- ☐ Initiatives underway
- ☐ Challenges ahead
- ☐ Objectives -- institutionalizing changes and the ability to change



UNCLASSIFIED

Assumptions

- The Department of Defense, and U.S. Government as a whole, will need to continue transforming to be able to successfully address the new challenges of the **21st** century
- Transformation affects and is affected by current operations, capabilities, organization, and culture
- Transformation is a dynamic process -- it may speed up or slow down over time
- Key leaders and institutions have to understand and believe in the “value added” of transformation in order to institutionalize change
- Support of other stakeholders (including Congress and Industry) is needed as well



UNCLASSIFIED

This is a Critical Time for the Process of Transformation

- ☐ 21st Century external reality continues to demand changes; and the pace of change in the world is accelerating
- ☐ The trends of allied nations defense budget contributions are declining, while the trends of real and potential challenges are increasing
- ☐ There will likely be continued pressure on U.S. Federal spending over the next decade
- ☐ Transition of Presidential Administrations lies ahead



UNCLASSIFIED

Transformation Defined in 2001/2002

- ❑ **A process of change to meet a new era of competition and cooperation;**
 - Operations: joint (and combined with allies) using all elements of national power, adaptable and tailorable to changing needs, information driven
 - Capabilities: networked, precise, rapid to point of need, scalable and joint
 - Organizations: integrated, flexible, streamlined, and information based processes with reduced cycle times
 - Culture: innovation, speed, jointness, balanced risk

Transformation sustains our strategic position by exploiting our advantages while protecting against our asymmetric vulnerabilities



UNCLASSIFIED

Learning About Transformation – 2002-2006

- ❑ **2002 definition of transformation restated and expanded**
 - Shifting of weight of effort given lessons of first four years
 - Reinforced urgency to transform
- ❑ **Increased the emphasis on:**
 - **Building partner capacity**
 - Both interagency and with other countries, alliances and international institutions
 - **Positioning for “the long war”**
 - Adapt (and evolve) a force built for conventional threats to the agility necessary for the full range of threats (including asymmetric) that our nation will face
 - Significantly strengthen intelligence and knowledge capabilities
 - Emphasis on special operations forces and irregular warfare.
 - Build defenses against Weapons of Mass Destruction
 - **Changing enterprise management processes**
 - Horizontal processes-and integrated support functions to meet “joint customer’s” needs



UNCLASSIFIED

Shifting our “Emphasis” in an Era of Unpredictability

❑ In Understanding:

- From a peacetime tempo—to a wartime sense of urgency
- From single focused threats (nation states)—to multiple complex challenges (terrorist networks)
- From a focus on kinetics—to a focus on effects
- From crisis response—to shaping the future

❑ In Planning

- From threat based planning—to capabilities based planning
- From “one size fits all” deterrence—to tailored deterrence

❑ In Equipping

- From single service acquisition systems—to joint portfolio management
- From service and agency intelligence—to truly Joint Information Operations Centers
- From large institutional forces—to more powerful operational capabilities

❑ In Organizing

- From Department of Defense solutions—to interagency approaches
- From static alliances—to dynamic partnerships
- From predetermined force packages—to tailored, flexible forces

❑ In Operations

- From massing forces—to massing effects
- From static defense garrison forces—to mobile, expeditionary operations
- From a battle ready force (peacetime)—to battle hardened forces (wartime)
- From separate Service concepts of operations—to joint and combined concepts of operations
- From forces that need to be deconflicted—to integrated, interdependent forces



UNCLASSIFIED

DoD Transformation Accomplishments (Highlights) Since January 20, 2001

Strategy & Posture

- New Defense Strategy and National Military Strategy
- Historic Force Posture changes worldwide
- New Global Security Cooperation Guidance
- A new military Force Planning Construct

People, Organization & Responsibilities

- Established the post of Under Secretary of Defense for Intelligence
- Established the post of Assistant Secretary of Defense for Homeland Defense
- Modernized the Unified Command Plan
- Established the new post of U.S. Northern Command for Homeland Defense
- Merger of the US Space Command and the US Strategic Command, with expanded authorities for cyberspace and strategic communications
- Major new authorities for an expanded Special Operations Command
- Restructured the defense attache system worldwide
- New National Security Personnel System

Programs, Initiatives and Capabilities

- The Proliferation Security Initiative
- Restructured the Missile Defense System, with an initial capability deployed
- Major refocus of US Strategic Reconnaissance Operations
- New strategic military-to-military relationships in Central Asia, South Asia, and Latin America
- New authorities to train and equip foreign militaries and to assist in post-conflict stabilization efforts
- Leadership to modernize the NATO Command Structure
- New NATO Response Force
- NATO fully engaged in Afghanistan
- Strengthening language skills and regional expertise across the Joint Force
- "Resetting" US Army into, and increased numbers of, more agile, more capable, and more deployable modular Brigade Combat Teams
- Conversion of nuclear powered cruise missile submarines (SSGN Conversions)

(DELIBERATIVE DOCUMENT For discussion purposes only Do not release under FOIA) UNCLAS SIFII



UNCLASSIFIED

Operations and Missions – 2001-2006

Combat Operations

- Afghanistan and the Philippines—Operation Enduring Freedom
- Iraq—Operation Iraqi Freedom
- Iraq—Operation Vigilant Warrior
- Iraq—Operation Swift and Certain

Theater Security Cooperation

- Guam—Continuous Border Presence
- Southeast Asia—SEASIDE Deployment
- Georgia—Security and Stability Program

Counter Drug

- Central America—Operation CENTRAL SKIES
- Eastern Pacific—Operation OCEAN FOCUS
- Thailand—Operation BAKER TORCH

Partnership / Treaty Obligations

- Russian Deep Submergence Rescue
- Antarctica—Operation DEEP FREEZE
- Multinational unarmed aerial observation—Open Skies Treaty
- Southeast Asia—E-11 ACCOUNTING

Counter Terrorism / Homeland Defense

- Maritime Security—Operation ENDURING FREEDOM
- Security of Critical Infrastructure
- Arab Spring Operations
- Horn of Africa Operations
- Pakistan Operations

Humanitarian Assistance

- Equatorial Guinea—Operation UNITED ASSISTANCE
- Haiti—Joint Task Force
- Kosovo—Non-Combatant Evacuation Operations
- Pakistan—Earthquake Relief
- Philippines—Mudslide Relief

Peace Keeping

- Bosnia—Operation JOINT ENTERPRISE
- Sinai—Multi National Force and Observers
- Liberia—Joint Task Force
- Haiti—Operation SECURE TOMORROW

(DELIBERATIVE DOCUMENT: For discussion purposes only. Do not release under FOIA)

UNCLASSIFIED



UNCLASSIFIED

Initiatives Underway (Page 1 of 2)...

❑ Significant advances in how we think and prepare:

- Force planning
 - Conceiving and planning operations jointly
 - Shorten cycle time and raise focus of operational planning process (e.g. Tsunami and adaptive planning process)
 - Concentrate on relevance of fundamental assumptions and high level options
 - Joint capability areas to better define value of investments to joint force (e.g., Joint Command and Control and Battlespace Awareness)
- Force design and equipping
 - Greater operating capability with similar size of force
 - Increase Army Brigade combat teams by 33%, each with increased capability
 - Sea Swap and Fleet Readiness in Navy increasing availability of ships
 - Deployability of Air Expeditionary Forces and better integration with the ground troops
- Emphasis on new missions and changing relationships
 - Combatant command changes through Unified Command Plan Process
 - Northern Command – stand up and working relationship with DHS
 - Joint Forces Command – focus on Joint Operations and Allied Transformation
 - Strategic Command – Space; cyberspace; Information Operations; weapons of mass destruction; and Intelligence, Surveillance and Reconnaissance

--



UNCLASSIFIED

Initiatives Underway (Page 2 of 2)...

☐ **Advancing Partner and Coalition capability**

- NATO (e.g., enlargement, **NATO** Response Force and historic Afghan mission)
- India Outreach (growing from military to military contacts)
- Proliferation Security Initiative (60 nations)
- Force restructuring in Korea and Japan
- Theater Security Cooperation planning
- Helping Nations police themselves (e.g., Philippines, Pakistan, Georgia, etc.)
- Maritime Security Initiative

☐ **Improving warfighting capabilities:**

- Joint training, experimentation and education (and lessons identified)
- Joint enablers like intelligence and command and control (e.g., joint intelligence operations centers)
- Special operating forces (doubled investment, growing force)
- Missile Defense (evolving operational capability with continued development of future options, and growing global alliances)



UNCLASSIFIED

U.S. Shapes NATO Transformation

Initiative

Pre-2001

Now

Enlarge Alliance	19 Allies	26 Allies
Expand Operations	2	9 (since 2001)
Develop expeditionary capability - Allies with expeditionary forces	None 4 of 19	NATO Response Force - 16 of 26 (23 of 26 by 2012)
Enhance NATO capabilities	Static, Euro-based	Sea lift, some airlift, deployable HQs & comms, force tracking
Increase participation in GWOT	---	NATO operating in $\frac{3}{4}$ of Afghanistan, training in Iraq & surveillance in the Med
Reform Command Structure	20 HQs	11 HQs Established Allied Command Transformation
Promote Partnership	Partnership for Peace Med Dialogue	Added Istanbul Cooperation Initiative (Persian Gulf)

(DEL

12

11-L-0559/OSD/60145



UNCLASSIFIED

Old Readiness vs. New Capabilities

Shifting Emphasis To Meet The New Strategic Environment

Old Era

- Peacetime tempo
- Time of reasonable predictability
- Nation state threats...
- Static defense, Cold War garrisons ...
- Emphasis on ships, guns, tanks, & aircraft
- Mass forces



New Transformational Environment

- Wartime urgency
- An era of surprise and uncertainty
- Decentralized network threats from non-state actors
- Agile, expeditionary, deployable joint forces
- Focus on information, knowledge & actionable intelligence
- Mass effects

Source: Quadrennial Defense Review Report, Feb. 6, 2006



UNCLASSIFIED

Learning and evolving in Operations

- ☐ **The Long War**
- ☐ **Use of military capability to respond to civil emergencies and natural disasters**
- ☐ **Hedging against surprise and peer competitors**



UNCLASSIFIED

...Left to Be Done (Page I of 2)

❑ Need to continue to adapt and shift capabilities

- Irregular warfare
- Improvised explosive devices
- Strengthen ability to “find and fix” precise targets and networks
- Global, time-sensitive strike
- Advanced weapons of mass destruction (e.g., advanced biological defenses, integrated air and missile defense)
- Better strategic communications and information operations

❑ More integrated interagency and international unity of effort:

- New authorities for training and equipping foreign militaries cross traditional boundaries
- Interagency working together in new and unfamiliar ways
 - Clarity of responsibilities for roles and missions among Federal, State and Local agencies
- New coalitions & international relationships
- Congress



UNCLASSIFIED

...Left to Be Done (Page 2 of 2)

❑ Steps toward a more agile and effective organization

- Joint governance and decision-making (e.g., SLRG)
- More effective use of capacity
 - Global base and force realignment (including BRAC) to better align base structure to new reality
 - Global Force Management to use existing forces most effectively
- Personnel system changes underway (e.g., NSPS and performance management culture)
- New force management tools – Force Sizing Construct and scenarios
- Aligning and improving three key business processes (needs, acquisition and resources)
- Integrated management information



UNCLASSIFIED

National Challenges Ahead

- **Competing interests, national and DoD priorities**
 - Many agree there is a need for change, but often not on their issues
- **Credibility:**
 - Acquisition inquiries, cost growth, detainees, intelligence shortfalls,
- **Unforeseen events take energy:**
 - Tsunami, Katrina, Pakistani earthquake
 - Global events (e.g., Lebanon, Sudan, etc.)
- **Complexity**
 - In scale
 - Organization and systems designed and built for a different era
 - Legal structures and communications environment
 - Aging civilian workforce
- **Culture inside DoD and outside**

—



UNCLASSIFIED

Cultures Shifting...

- ☐ Inside DoD
- ☐ Across Interagency
- ☐ With Congress
- ☐ Among Allies

...Bumping up against traditional and entrenched rule and power structures



UNCLASSIFIED

Resistance

☐ Congress and the Budget

- **1800** un-requested programs funded in FY07 (\$98)
 - Protected programs from deletion
- Identified healthcare savings denied (**\$11B** in additional cost **FY07-11**)
- Requests to retire aircraft denied (\$48 in additional cost **FY07-11**)
- Conventional Trident Missile funds reduced (**-\$127 M to \$5 M**)
- Cycle time of budgeting process does not meet speed of change in the world

☐ Modern Human Capital Management

- Military Career **Length—Job Tenure**
- Conversions of positions from military to civilian
- Congressional resistance to competitive sourcing
- Performance management through NSPS at risk through delaying tactics

☐ Changes to National Guard

- Force Structure Reduction
- Issuing unneeded 4-Star

☐ Senior political positions difficult to recruit (restrictions); long to clear and approve by Senate (25% average unfilled)



UNCLASSIFIED

Changing International Institutions to the 21st Century Reality

- **Transformation of International Institutions and Legal Conventions**
 - Peacekeeping and Governance
 - Maritime Organizations
 - Cyberspace
 - Non-uniformed Combatants

- **Addressing Regional Challenges**
 - Middle East Security Initiative
 - Asian Security Organization
 - Latin American Regional Institutions



UNCLASSIFIED

Institutionalizing Change...

❑ ..and the Ability to Change

- Diverse, joint leaders who can and will lead change
- Joint and interdependent force in development, training, operations and the way we work
- Operational Concepts, Plans and Tools for the Long War
- Modernizing enterprise management processes and information
- Performance-based civilian personnel system
- New command structures
- Enterprise decision-making processes
- Shortening cycle time in everything DoD does
- Better integrating across interagency and building partner capacity abroad
- Bringing other stakeholders along

***Move from an industrial age defense structure
to an information age apparatus***



UNCLASSIFIED

Backups

(DELIBERATIVE DOCUMENT: For discussion purposes only. Do not release under FOIA)

UNCLASSIFIED

11-L-0559/OSD/60155



UNCLASSIFIED

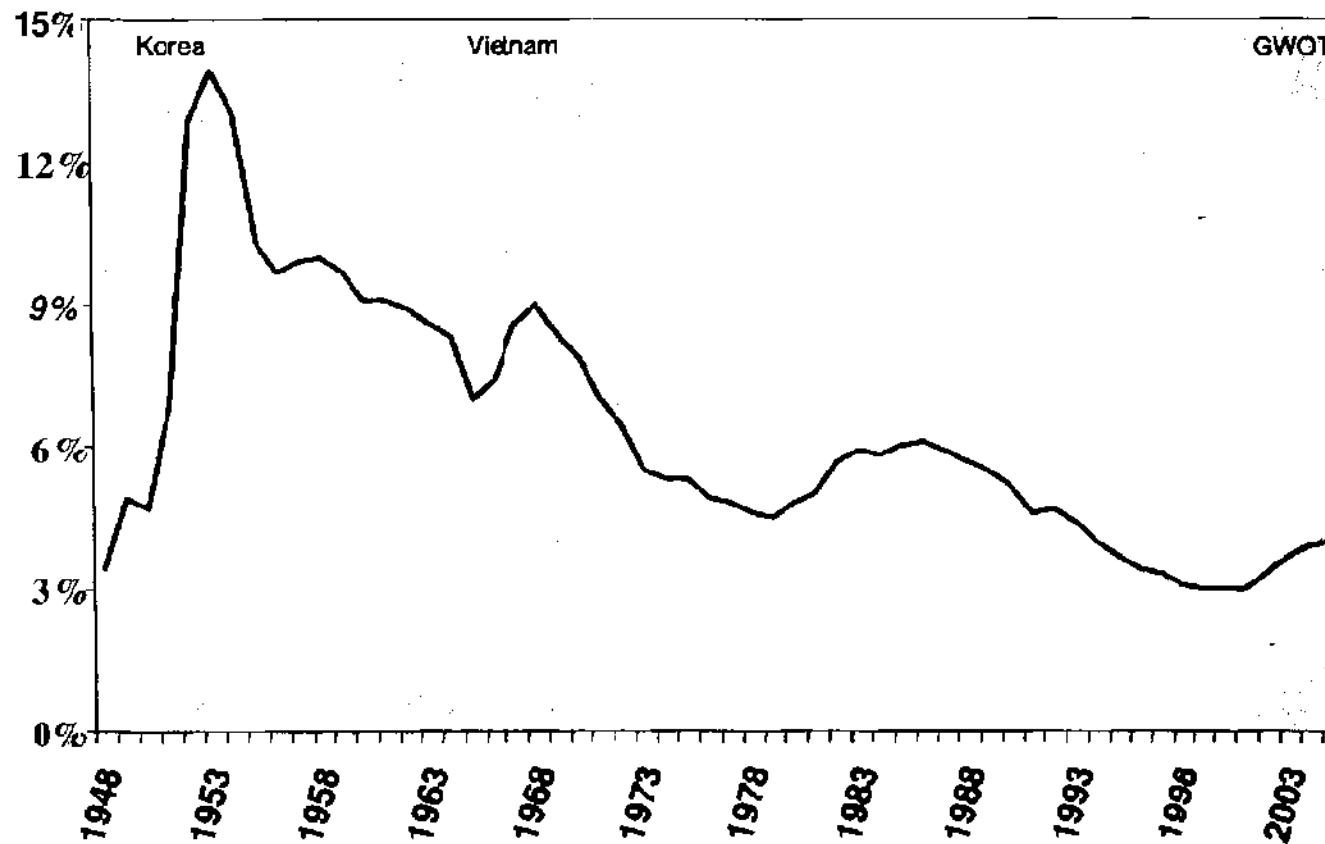
Examples of the Process of Institutionalizing Change

Principle based objective	Identified needs	Conceptualized into program	Phase of implementation
<u>Operations</u> Postured for new era of competition and cooperation	places not bases, diversity, surgable, where we're wanted	IGPBS, BRAC	Approved - started IGPBS Phase II just beginning
<u>Capabilities</u> Deterrence in modern world	Tailored deterrence Update nuclear posture	Missile defense Infrastructure Long range strike	Good progress
<u>Organizations</u> Networked business info	Stovepipes, hierarchy, segmenting; strategy resources and execution not linked	DBSMC, ETP, BTA, federated management	Underway, roles missions defined
<u>Culture</u> Civilian workforce performing	retiring generation, performance culture not entitlement	NSPS and human capital strategy outline	Plans underway



UNCLASSIFIED

U.S. Defense Spending as a Percentage of GDP



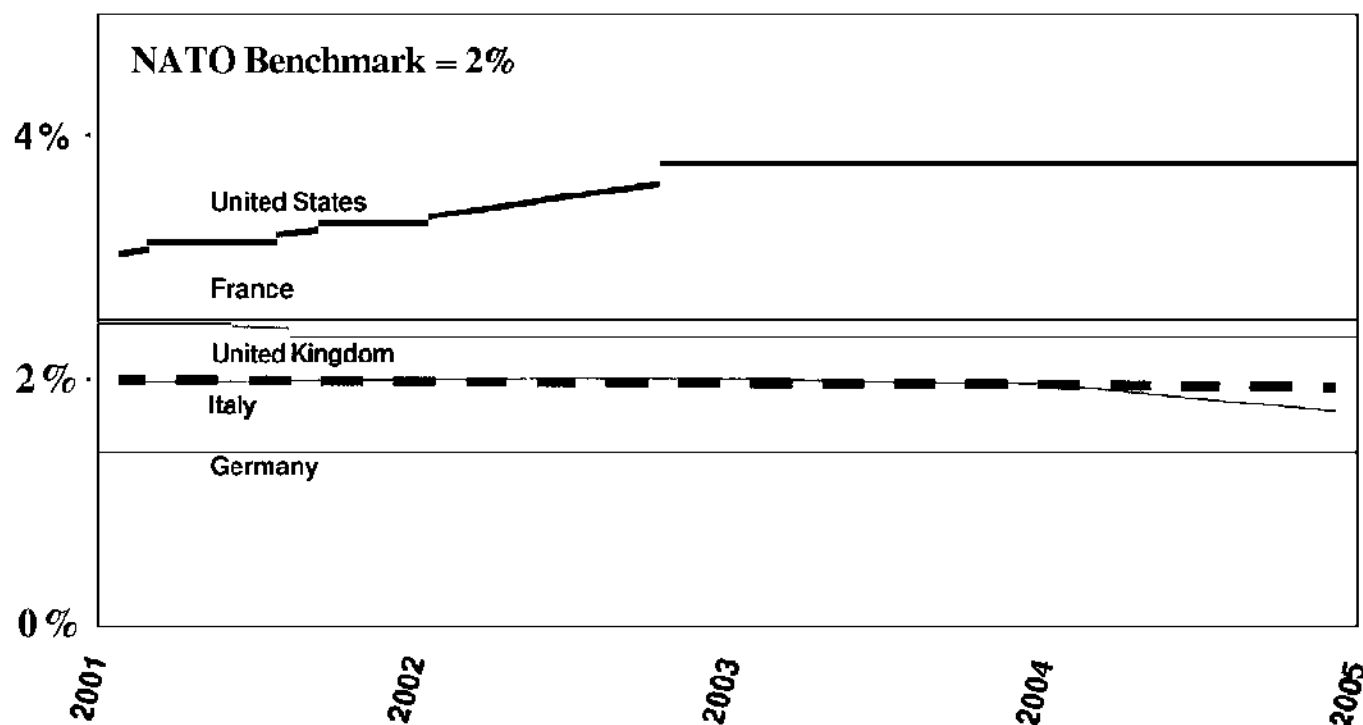
Average %	
Korea	9.8
Vietnam	7.7
Cold War	7.0
GWOT	3.7

Source: *National Defense Budget Estimates for FY 2007*, Office of the Under Secretary of Defense (Comptroller), March 2006



UNCLASSIFIED

U.S. and Allied Defense Spending as a Percentage of GDP



Data Source: NATO and International Monetary Fund publications

As a percentage of GDP:

- U.S. defense spending has risen 33% since 2001
- European allied spending has held constant or has declined

In 2005, as a percentage of GDP:

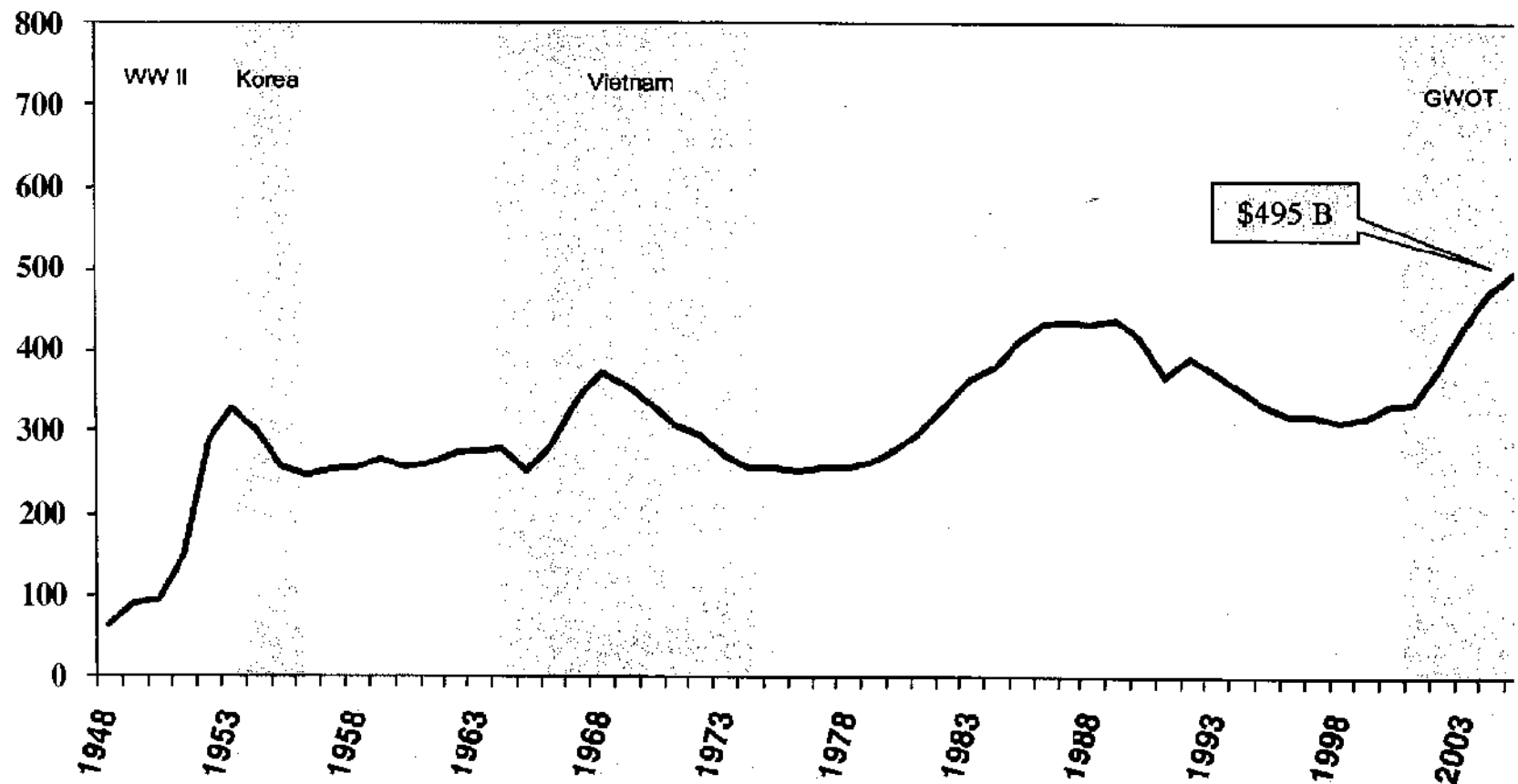
- North Korea = (C)
- Iran = (C)
- China = (C)
- Russia = (C)



UNCLASSIFIED

U.S. Defense Spending*

(2005 U.S. \$B)



Source: *National Defense Budget Estimates for FY 2007*, Office of the Under Secretary of Defense (Comptroller), March 2006.

*Constant 2005 dollars

(DELIBERATIVE DOCUMENT For discussion purposes only. Do not release under FOIA)

UNCLASSIFIED



UNCLASSIFIED

Global Posture Priorities

Key Themes:

- ❑ Develop flexibility to contend with uncertainty
- ❑ Expand allied roles, build new partnerships
- ❑ Focus within and across regions
- ❑ Develop rapidly deployable capabilities
- ❑ Focus on capabilities, not numbers

Europe: Complete transformation to expeditionary capabilities

Asia: Strengthen ability to assure, deter, dissuade, and defeat

Greater Middle East: Prosecute the War on Terror

Southeast Asia: Solidify relationships and prosecute War on Terror

Western Hemisphere: Broaden relationships, build capacity

Africa: Facilitate security cooperation and contingency access

Build a global network of capabilities with allies and partners



UNCLASSIFIED

Top 11 BRAC Recommendations: One-Time Costs – FY2006-2011 (\$M)

Realign overseas Army forces to Forts Bliss, Riley, Knox and Bragg	2,695
Relocate Nat'l Geospatial-Intel Agency from leased space to Ft. Belvoir, VA	1,657
Consolidate medical care/enlisted training at Ft Sam Houston, TX	1,621
Realign Walter Reed to the National Military Medical Ctr at Bethesda and a community hospital at Ft. Belvoir, VA	1,539
Co-Locate miscellaneous DoD activities from leased space to Ft. Belvoir	1,451
Close Ft. Monmouth, NJ, and relocate most missions to Aberdeen PG, MD	1,098
Establish Infantry/Armor training centers at Ft Benning, GA	997
Establish Combat Service Support training center at Ft Lee, VA	684
Realign Ft. Hood, TX, by moving the 4 th Infantry Division to Ft Carson, CO	571
Close Brooks City Base, TX, moving medical, human effectiveness and chem-bio defense research to Wright Patterson, OH; Ft Sam Houston, TX; and Aberdeen PG, MD	565
Consolidate Army Guard/Reserve forces in Texas	494

(DELIBERATIVE DOCUMENT: For discussion purposes only. Do not release under FOIA)

UNCLASSIFIED



UNCLASSIFIED

NATO Operations

Pre-2001

Bosnia (SFOR)

Kosovo (KFOR)

Since 2001

Afghanistan (ISAF)

Baltic Air Policing

Mediterranean (Active Endeavor)

Iraq and Egypt (NTM-I)

Darfur (AMIS)

Pakistan Earthquake Relief

Hurricane Katrina Relief

Defend U.S. (AWACS under Art. 5)

BUSINESS TRANSFORMATION FACT SHEET

What We Want To Do: Transformation Defined

A process of change to meet a new era of competition and cooperation;

- Operations: joint and interoperable using all elements of national power, adaptable and tailorable to changing needs, information driven
- Capabilities: networked, precise, rapid to point of need, scalable and joint
- Organizations: integrated, flexible, streamlined, and information based processes with reduced cycle times
- Culture: innovation, speed, jointness, balanced risk

What We Are Doing: Initiatives

Significant advances in how we think and prepare:

Force planning – Conceiving and planning operations jointly

- Shorten cycle time and raise focus of operational planning process, such as the Tsunami and adaptive planning process
- Concentrate on relevance of fundamental assumptions and high level options
- Joint capability **areas** to better define value of investments to joint force

Force design and equipping – Greater operating capability with similar size of force

- Increase Army Brigade combat teams by 33%, each with increased capability
- Sea Swap and Fleet Readiness in Navy increasing availability of ships
- Deployability of Air Expeditionary Forces and better integration with the ground troops

Emphasis on new missions and changing relationships – Combatant command changes through Unified Command Plan Process

- Northern Command – stand up and working relationship with DHS
- Joint Forces Command – focus on Joint Operations and Allied Transformation
- Strategic Command – Space; cyberspace; Information Operations; weapons of mass destruction; and Intelligence, Surveillance and Reconnaissance

Advancing Partner and Coalition capability

- NATO (e.g., enlargement, NATO Response Force and historic Afghan mission)
- India Outreach (growing from military to military contacts)
- Proliferation Security Initiative (60 nations)
- Force restructuring in Korea and Japan
- Theater Security Cooperation planning
- Helping Nations police themselves (e.g., Philippines, Pakistan, Georgia, etc.)
- Maritime Security Initiative

Improving warfighting capabilities:

- Joint training, experimentation and education and lessons identified
- Joint enablers like intelligence and command and control
- Special operating forces – doubled investment, and growing force
- Missile Defense – evolving operational capability with continued development of future options, and growing global alliances

What We Still Need to Do: Tasks

Continue to adapt and shift capabilities

- Irregular warfare
- Improvised explosive devices
- Strengthen ability to “find and fix” precise targets and networks
- Global, time-sensitive strike
- Advanced weapons of mass destruction such as biological defenses, integrated air/missile defense
- Better strategic communications and information operations

Unify integrated interagency and international effort

- New authorities for training and equipping foreign militaries cross traditional boundaries
- Interagency working together in new and unfamiliar ways
- New coalitions & international relationships
- Congress

Improve organization agility and effectiveness

- Joint governance and decision-making, including SLRG
- More effective use of capacity with global base and force realignment (BRAC), and Global Force Management to use existing forces most effectively
- Personnel system changes underway, including NSPS and performance management culture
- New force management tools – Force Sizing Construct and scenarios
- Aligning and improving three key business processes – needs, acquisition and resources
- Integrated management information

What Stands in Our Way: Challenges

1. **Competing interests, national and DoD priorities** – Many agree there is a need for change, but often not on their issues.
2. **Credibility** – Acquisition inquiries, cost growth, detainees, intelligence shortfalls hurt credibility.
3. **Unforeseen events take energy** – Examples include Tsunami, Katrina, Pakistani earthquake, and global events such as Lebanon, Sudan, and more.
4. **Complexity** – Our organization and systems were designed and built for a different era, as was the legal structures and communications environment. In addition, we have an aging workforce.
5. **Culture inside DoD and outside** – Bumping up against traditional and entrenched rule and power structures.

What We Can Do: The Way Ahead

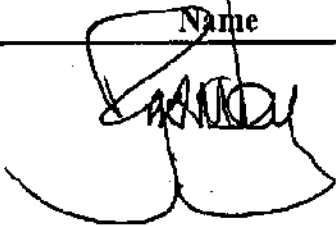
Institutionalize not only change, but the ability to change

We must develop diverse, joint leaders who can and will lead change so that we can move from an industrial age defense structure to an information age apparatus. This means we must have:

- Operational Concepts, Plans and Tools for the Long War
- Modernizing enterprise management processes and information
- Performance-based civilian personnel system
- New command structures
- Enterprise decision-making processes
- Shortened cycle time in everything DoD does
- Better integration across interagency and building partner capacity abroad, including stakeholders

POLICY COORDINATION SHEET

Subject: Business Transformation Briefing Communications Plan
Control Number: SF081406-22

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
PDUSDP		6 Oct 06

~~FOUO~~

August 14, 2006

381

TO: Ken Krieg
CC: Robert Rangel
Dorrance Smith

FROM: Donald Rumsfeld

DA.

SUBJECT: Transformation Brief

Ken Krieg now **has** an unclassified transformation brief. The President was briefed on it today. I **think** it ought to be briefed to:

- The Defense Policy Board
- The Defense Science Board
- **The** Defense Business Board
- TheSLRG
- Talking Heads (possibly)
- Places like Brookings or **AEI** (possibly)

Let's develop an approach and get moving on it.

Thanks.

DHR:se
SF081406-22

.....
Please Respond By 09/28/06

14 AUG 06

~~FOUO~~

11-L-0559/OSD/60166

OSD 16097-06



10/13/2006 2:42:54 PM

~~FOUO~~

October 12, 2006

TO: Dorrance Smith

FROM: Donald Rumsfeld *DR*

SUBJECT: "Journalist Luncheon"

What is the proposed "Journalist Luncheon" scheduled for October 23?

DEK:all
SF101206-06

.....
Please Respond By 10/17/06

~~FOUO~~

11-L-0559/OSD/60167

10/13/2006

TO: Secretary Rumsfeld
FROM: Dorrance Smith *DS*
SUBJECT: Journalist Luncheon
Ref: Snowflake 101206-06

Sir.

Below are the journalists recommended for the pundit lunch on Monday, October 23:

- Jed Babbin, former Undersecretary of Defense, writer for American Spectator, pundit for FOX News and various talk radio programs
- Kate O'Beirne, Washington Editor for National Review
- Austin Bay, syndicated columnist
- Cal Thomas, syndicated columnist and FOX News pundit
- Mark Steyn, syndicated columnist

To date Bay, Babbin and Thomas have confirmed.

OSD 16101-06



10/13/2006 4 41 50 PM

11-L-0559/OSD/60168

~~FOUO~~

October 12, 2006

TO: Dorrance Smith

FROM: Donald Rumsfeld *D.R.*

SUBJECT: "Journalist Luncheon"

What is the proposed "Journalist Luncheon" scheduled for October 23?

DHR:dn
SF101206-06

.....

Please Respond By 10/17/06

~~FOUO~~

11-L-0559/OSD/60169

INFO MEMO

October 16, 2006; 17:00

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel



SUBJECT: Snowflake on Military and Criminal Investigations

- This morning, you asked about the progress of my response to your snowflake regarding military and criminal investigations.
- On August 2, 2006, you expressed concern over the length of time it takes to conduct and then review military and criminal investigations.
- On 25 September, 2006, while our office was coordinating the response to that snowflake, you expressed concern over a closely related topic, the processing of investigations.
- I am preparing a response that answers both of your related snowflakes.
- On October 4, 2006, I forwarded Tab A, a draft response to your snowflake, to the Service Secretaries and the Chairman to the Joint Chiefs of Staff, requesting their coordination no later than today. Assuming that I receive their coordination by close of business today, I plan to submit my formal response to your snowflake on October 26, 2006.

11-L-0559/OSD/60170

OSD 16173-06



10/16/2006 5:45:10 PM



GENERAL COUNSEL

GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
1600 DEFENSE PENTAGON
WASHINGTON, D C 20301-1600

OCT 04 2006

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN, JOINT CHIEFS OF STAFF

SUBJECT: Timeliness of Military and Criminal Investigations

Your review and coordination is again requested based on an additional request by the Secretary of Defense, dated September 25, 2006, that the timeliness of completing military and criminal investigations be examined and any impediments to expediting the process be identified and corrected. (Tab C). Previously, I asked you to review and coordinate on a proposed response to the Secretary's note of August 2nd that thought be given to changing the review process from sequential to concurrent reviews. The proposed response was to recommend that the Department "stay the course" with sequential review, but to place increased emphasis on expediting the review process. (Tab B).

Because both of the Secretary's notes express concern with the timeliness of investigations, a combined response for your review and coordination is provided at Tab A. The proposed response recommends that the Secretary establish 120 days as a reasonable standard of time in which to expect the completion of high-interest investigations, and that a working group be established to examine the investigative process for impediments to timeliness and recommend corrective measures. From the following options, I am asking for your specific recommendation regarding a proposed working group review:

1. Recommend no working group be established; or
2. Recommend that a working group be established comprised of investigators, judge advocates, and other DoD experts experienced military and criminal investigations; or
3. Recommend that a blue-ribbon panel of outside experts be established under the auspices of the Federal Advisory Committee Act for reasons of public education and transparency of the review process.



11-L-0559/OSD/60171

Please review the proposed response and advise with your coordination at Tab D.


William J. Haynes II

Attachments:

As Stated

cc (with attachments):

General Counsel of the Department of the Army

Acting General Counsel of the Department of the Navy

General Counsel of the Department of the Air Force

Legal Counsel to the Chairman of the Joint Chiefs of Staff

LTC John Nagl, Military Assistant to the

Deputy Secretary of Defense

TAB A



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

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
COMBATANT COMMANDERS

SUBJECT: Timeliness of High-Interest investigations

Each year the Department of Defense conducts thousands of investigations into a wide variety of issues and incidents. Most are administrative but some are criminal; most are relatively simple in scope but some are quite complex; most are of interest primarily to the Department or one of its components but some are also of interest to the public, the media and Congress. I am concerned about the timeliness of investigations of national or worldwide interest, regardless of subject matter, scope or complexity—high-interest investigations.

The essential element of any investigation is thoroughness. An investigation that leaves significant questions unanswered or that provides a cursory, and therefore perhaps misleading, account of the facts does no one a service. But thorough investigations that take many months to complete also do a disservice: to those in the Department who rely on timely completion so they can act, to the individuals involved who await timely completion so they can know where they stand, to the public that expects timely completion as a manifestation of the Department's commitment to resolving the issue or incident under investigation, including assessing accountability as appropriate, and to the Congress, which must await timely completion before exercising its oversight responsibilities.

Accordingly, I expect each of you to make the timely completion of high-visibility investigations a priority within your components and a matter of personal interest. For purposes of this memorandum, a timely investigation is one that is completed within 120 days of the date that the command becomes aware of the incident to be investigated. You may grant exceptions to this timeline in extraordinary circumstances only. If additional resources are needed, I expect you to provide them. If concurrent staffing of completed investigations within the administrative and operational branches of the chain of command is needed, I expect you to coordinate such a review. Without sacrificing thoroughness at any stage of the investigative process, you should ensure that timely investigations become the standard in all high-interest cases.



11-L-0559/OSD/60175

To assist you in this effort, I have asked the General Counsel of the Department of Defense to establish a working group of experts to identify impediments to timely investigations and solutions to those impediments. Please provide him the support he needs in this important project.

SECDEF

cc:
USDs
ASDs
GC, DoD
Defense Agencies
DoD Field Activities

T A B B



GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
1800 DEFENSE PENTAGON
WASHINGTON, D. C. 20301-1600

AUG 31 2006

MEMORANDUM FOR SECRETARIES OF **THE MILITARY** DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

SUBJECT: Concurrent Reviews of Military and Criminal Investigations

The proposed Action Memo at Tab 1 responds to the Secretary of Defense memo (Tab 1A) requesting views about implementing concurrent, instead of sequential, reviews in order to expedite military and criminal investigations. For the reasons stated in the Action **Memo**, I propose that we stay the course utilizing sequential reviews, but with increased efforts to expedite status **reports and** improve summaries of these ongoing investigations for senior officials **with** a "need to know."

Please review the proposed response and advise with your coordination at Tab 2 no later than September 7, 2006.



William J. Haynes II

Attachments:
As Stated

cc (with attachments):
General Counsel of the Department of the **Army**
Acting General Counsel **of** the Department of the Navy
General Counsel **of** the Department of **the** Air Force
Legal Counsel to **the** Chairman of **the** Joint Chiefs of **Staff**
LTC **John Nagl**, Military Assistant to the
Deputy Secretary **of** Defense



11-L-0559/OSD/60178



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: Concurrent Reviews of Military and Criminal Investigations

This responds to your note that we ought to give **though!** to requiring that the currently sequential reviews be concurrent in order to expedite the time it takes to bring closure to these investigations. I asked the General Counsel to address this and make recommendations after coordinating with the Secretaries of the Military Departments and Chairman of the Joint Chiefs of Staff. **His** evaluation and recommendations are attached. I **agree** with his assessment **that** requiring concurrent reviews may **create** more problems **than** is warranted by the time saved. I **share** his view **that** our emphasis should be on **expediting** existing processes and improving summaries of **status reports** for key superior officials with a "need to know."

Attachment:
As Stated.



11-L-0559/OSD/60179

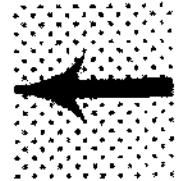
ACTION MEMO

August 30, 2006; 5:00 P.M.

FOR: DEPUTY **SECRETARY** OF DEFENSE

FROM: William J. Haynes II, General Counsel

SUBJECT: Concurrent Reviews of Military and Criminal Investigations



- This responds to the Secretary's question whether military and criminal investigation **reports** should be concurrently reviewed, as opposed to the general practice of command sequential reviews. Tab **A**.
- Administrative and criminal investigations **should be** conducted concurrently, notwithstanding their different purposes and **procedural** requirements, thereby expediting the beginning of the review process.
 - Great caution is required to ensure that the administrative investigation does not impede or compromise the higher-priority criminal investigation (e.g., by failing to properly account for or preserve evidence for possible criminal prosecution or prematurely alerting witnesses **and** suspects of the investigation **and** its evidence).
- Concurrent reviews **may** also be directed. The manner in which reviews are conducted, sequentially or concurrently, is not a legal requirement, but governed by policy regulations and practical considerations.
- Sequential reviews better allow responsible commanders to conduct their independent reviews without direct or indirect pressure from superiors or outside influences that potentially may impact their discretionary decisions.
 - Sequential command review process is **more** time-consuming than a system of concurrent reviews.
- Concurrent reviews potentially increase the likelihood of two problems that would require special attention:
 - First, expanding the number of persons with access to reports increases the chances of premature releases of information ("leaks" to outside sources or pressures upon senior officials to respond to inquiries concerning the content of reports that are known to be possessed).

- Second, there is an increased **risk of superior-subordinate** unlawful command influence or direct or indirect interference, placing in question the discretionary command decisions and any resultant command accountability actions.
- Neither problem is **insurmountable**, but the first is more difficult to guard against and control than is the second, and the second presents more significant legal problems than the first.
- Requiring concurrent reviews **may** create more problems **than** is warranted by the time saved.
- Expediting the completion of investigations **may** require the supplementation of resources **that are** currently available to senior **commanders**.

RECOMMENDATION. That you advise the Secretary that we should stay the course with sequential reviews, but expedite status reports and improve the summaries of those status reports for key superior officials with a "need to know." Rationale:

- Concurrent reviews **are** likely to increase incidents involving the pre-decisional release of information and thereby transform **what** may be a sensitive investigation into a public debate or media event.
- Concurrent reviews increase the chance that senior officials' statements, intentional or otherwise, **may** be perceived as an effort to insert improper influence on a subordinate's discretionary decisions, thereby creating litigation issues and jeopardizing individual accountability actions.
- Senior **officials** may benefit from the perspectives, **decisions**, and actions of subordinate command officials.

COORDINATION. See Tab 3.

DEPSECDEF ACTION.

Agree _____

Disagree _____

Other _____

Prepared By: Mr. Robert E. Reed/ODGC (P&HP), (b)(6)

FOUO

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant

4 August 2006 - 1220

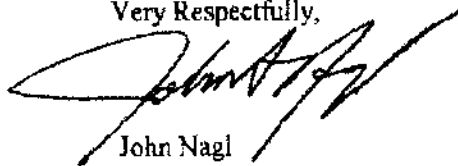
MEMORANDUM FOR OGC

SUBJECT: Military and Criminal Investigations

Please prepare a response to the attached snowflake on Military and Criminal Investigations for the Deputy Secretary. Coordinate your response with the Military Services.

Please provide a copy of this memo with your response.

Very Respectfully,



John Nagl
LTC, USA

Military Assistant to the
Deputy Secretary of Defense

ATTACHMENT: SNOWFLAKE 080206-25

SUSPENSE: 18 AUG06

CC: SECARMY

SECNAV

SECAF

OSD 12493-06



8/4/2006 3:02:23 PM

FOUO

11-L-0559/OSD/60182

FOUO

OLIS
41-06
123

August 02, 2006

TU: Gordon England

CC: ~~Gen~~ Pete Pace
Fran Harvey
Donald Winter
Michael Wynne
Jim Naynes

FROM: Donald Rumsfeld

DR.

SUBJECT Military **and** Criminal Investigations

The more I watch the DoD criminal investigations and military investigations, it becomes increasingly clear that the pace of events in the 21st century is such that the leisurely speed at which these investigations proceed is leaving the world with the impression that DoD is not open, we are not transparent, and that we **are** not serious.

We ought to give thought to requiring that the currently sequential **reviews** be concurrent. We **could** cut months off the time it takes to bring closure to these investigations.

Please look into this and get back to me with a proposal.

DJR ss
SP080206-25

.....
Please Respond By 08/30/06

FOUO

11-L-0559/OSD/60183

COORDINATION

Secretary of the Army

 9/22/06

Secretary of the Navy

Secretary of the Air Force

Chairman, Joint Chiefs of Staff

2



SECRETARY OF THE AIR FORCE
WASHINGTON


18 SEP 2006


MEMORANDUM FOR GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

SUBJECT Concurrent Reviews of Military and Criminal Investigations

This responds to your memorandum of August 31, 2006 requesting review of a proposed response to the Deputy Secretary of Defense regarding "Concurrent Reviews of Military and Criminal Investigations."

The Air Force agrees with your conclusion that existing DoD procedures afford adequate and appropriate avenues to conduct and expedite administrative and criminal investigations and reviews of such investigations. Current DoD processes allow for consolidation of investigative efforts with a designated lead agency, in the event that there are multiple commands and/or areas of interest. Accordingly, the Air Force concurs that DoD "stay the course," while increasing efforts to expedite review processes and enhance communication up the chain-of-command.


Michael W. Wynne

11-L-0559/OSD/60185



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

September 11, 2006

MEMORANDUM FOR GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE

SUBJECT Concurrent Reviews of Military and Criminal Investigations

The following comments are provided in response to your draft reply to the question posed by the Secretary of Defense at Tab A regarding military and criminal investigations:

It is important to distinguish between investigations and their *review*. It is also important to distinguish criminal investigations from command and administrative/safety investigations (which have varying objectives, requirements and timelines).

Your draft reply recommends "staying the course" (with sequential vice concurrent review), with some specific recommendations. I agree, and I believe current regulations and guidance *are* sufficient to ensure the expeditious completion of the review **of most** investigations. In exceptionally complicated, high-profile cases there are additional ways to accelerate completion of the reviews, such as streamlining the **review** process by paring the number of commands that endorse investigations, and imposing "special" shortened **review** timelines. These recommendations should not become the **norm** for all investigations, but, rather, could be imposed in those cases of particular public interest.

The recommendation to continue sequential (vice concurrent) review should include a brief reference *to* the fact that sequential review **allows** the chain of command to more effectively re-direct, ~~refine~~, and clarify investigations at each development **stage**

Donald C. Winter

Attachments:

As stated

cc:

Wavy General Counsel

11-L-0559/OSD/60186

TAB C

~~FOUO~~

September 25, 2006

TO: Jim Haynes

CC: Gordon England
Gen Pete Pace

FROM Donald Rumsfeld *DR.*

SUBJECT: Proposal For Bringing Investigative Process into the 21st Century

I would like you and the Joint Staff legal shop to come up with a proposal as to how we can bring the process for investigations into the 21st century. One year before anything specific starts, by way of action on the matter, is too long.

Please ~~get~~ back to me with a proposal.

Thanks.

Attach: 9/25/06 Press Release on Hamdania, Iraq Investigation

DHR.m
SF092306-15

Please Respond By 10/25/06

*Copy to: GI Reed
PJHP
PDGC
→ GC*

~~FOUO~~

11-L-0559/OSD/60188

0615
4-06
125

DA.

1. 本行在 2015 年 12 月 31 日及 2016 年 6 月 30 日，均无因提供担保而形成的或有负债。

FOUO

11-L-0559/OSD/60189

FOUO

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant

4 August 2006 - 1220

MEMORANDUM FOR OGC

SUBJECT: Military and Criminal Investigations

Please prepare a response to the attached snowflake on Military and Criminal Investigations for the Deputy Secretary. Coordinate your response with the Military Service.

Please provide a copy of this memo with your response

Very Respectfully,



John Nagl
LTC, USA

Military Assistant to the
Deputy Secretary of Defense

ATTACHMENT: SNOWFLAKE 080206-25

SUSPENSE: 18 AUG06

CC: SECARMY

SECNAV

SECAF

OSD 12493-08



8/4/2006 3:02:23 PM

FOUO

11-L-0559/OSD/60190



THE SECRETARY OF DEFENSE
WASHINGTON

October 20, 2006

The Honorable Henry Hyde
Chairman
Committee on International Relations
U.S. House of Representatives
Washington, DC 20515

Dear Henry:

Thank you for the letter you signed with Mark Kirk regarding DoD-DEA counter-drug efforts in Afghanistan. I have asked Mr. Eric Edelman, Under Secretary of Defense for Policy, to look into this matter. We will get back to you as soon as possible.

With best wishes,

Sincerely,

OSD 16191-06



11-L-0559/OSD/60191

10120120062:56:32 PM

A
hanistan

20 Oct 06 12:00 PM '06



THE SECRETARY OF DEFENSE
WASHINGTON

October 20, 2006

The Honorable Mark Steven Kirk
U.S. House of Representatives
Washington, DC 20515

Dear Mark:

Thank you for the letter you signed with Henry Hyde regarding DoD-DEA counter-drug efforts in Afghanistan. I have asked Mr. Eric Edelman, Under Secretary of Defense for Policy, to look into this matter. We will get back to you as soon as possible.

With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to read "Eric Edelman".

11-L-0559/OSD/60192



____ OK - SOM*

 W Change and SOM*

____ SOM* and use to close

* SOM signature ~~as~~ 'Donald Rumsfeld'
unless otherwise indicated.

The Honorable Henry Hyde
Chairman
Committee on International Relations
U.S. House of Representatives
Washington, DC 20515

Dear ~~Mr. Chairman:~~ *HENRY*

Thank you for the letter you signed with ~~Representative~~ *Mark*
Kirk regarding DoD-DEA counter-drug efforts in Afghanistan.
I have asked Mr. Eric Edelman, Under Secretary of Defense for
Policy, to this matter. We will get back to you as soon as
possible. *look into*

With best wishes,

Sincerely,

OSD 16191-06

EXECUTIVE SERVICES DIRECTORATE
3C975 (b)(6)

11-L-0559/OSD/60193

FOUO

.October 23, 2006

TO: Eric Edelman

C C Robert Wilkie

FROM: Donald Rumsfeld %

SUBJECT Congressional Letter re: ~~Drugs~~ in Afghanistan

I would like you to answer the attached letter from Mark Kirk and Henry Hyde,
but I would like to see the draft before it goes out.

Thanks.

Attach. 10/12/06 Kirk/Hyde ltr to SD re: Drugs in Afghanistan (OSD 16191-06)

DHR:db
SF102306-02

.....
Please Respond By November 09, 2006

Afghanistan

23 Oct 06

12 Oct 06

FOUO

11-L-0559/OSD/60194

OSD 16191-06



11/8/2006 105 22 PM

Congress of the United States

Washington, DC 20515

October 12, 2006

The Honorable Donald H. Rumsfeld
The Secretary of Defense
U.S. Department of Defense
The Pentagon, Room 3E880
Washington, D.C. 20301

Dear Mr. Secretary:

Thank you for your willingness to work with us on the opium crisis in Afghanistan, which has, in recent months, greatly increased violence and terrorism against coalition forces there, and is now threatening to totally corrupt all of the new Afghan democratic institutions we support. We appreciate the support you have provided, and continue to provide, in tactical training, personal equipment, weapons, helicopters and facilities for all of the Afghan police and the Drug Enforcement Administration (DEA). We also we believe more needs to be done.

With regard to your support, we fully appreciate the Department of Defense's (DoD) position that the opium and illicit drug trafficking threat is primarily a "law enforcement problem" in Afghanistan and recognize your valid concern about "mission creep." Your awareness of the adverse impact that eradication of opium could have on poor farmers, combined with the possibility of increased insurgency and loss of support from the local populous that the DoD might face from such a opium eradication program, is reflected in your timely and courageous support for rural development by the United States Agency for International Development (USAID) in Afghanistan.

We have **spoken** out on the Department of State's failed eradication program, as well as the need for the DEA to turn the hulk of the U.S. counterdrug policy and effort in Afghanistan against the major drug kingpins, the heroin processing labs, and the drug convoys. These same convoys carry the drugs out and bring back the new NVGs, IEDs, landmines, and modern weapons, including crew-served weapons, all purchased with the drug monies from the Taliban and other anti-coalition forces. In addition, we have heard that these drug monies *are* also used to pay foreign fighters as well.

We all know the drugs fuel the violence and insurgency, we think that the debate concerning these obvious links is over, and now we need a new policy that addresses both the drugs and related terror, simultaneously.

As to your Department's view that the counterdrug mission is one of law enforcement in Afghanistan, and with the DEA's increased presence and willingness to take on the Afghan drug mission to go after the prioritized targets that we noted above, the problem we need to solve now is one simply of mobility. The DEA cannot function and carry out its law enforcement role, including enforcing the new PATRIOT Act provision on narco-terrorism,

11-L-0559/OSD/60195

OSD 16191-06



10/17/2006 7:51:50 AM

The Honorable Donald H. Rumsfeld
October 12, 2006
Page Two

without military support and assistance in the current Afghan security climate, and that means the DoD's military operational and tactical air support for some of the DEA's counterdrug missions across Afghanistan.

We need to fight both drugs and terror simultaneously and have both your Department and the DEA doing this job, but in complement, so that we prevail in Afghanistan. We must find a way to merge your counterinsurgency mission with that of the DEA's drug-fighting mission. We have some simple suggestions on how to do so quickly in the interim, until such time as the DEA has its own capacity to conduct missions and operations in country and the security situation improves dramatically to permit the DEA's own independent operations. This mission gap must be filled before the start of the 2007 Afghanistan opium crop.

We suggest for your consideration actions which the DoD could undertake to improve the situation on the counternarcotics front in Afghanistan. Specifically, we suggest that DoD shall permit, facilitate and encourage DEA agents to participate (ride along, in fact) in DoD Sensitive Site Exploitation (SSE) operations in Afghanistan, including SSE operations involving: (1) overlapping high-value DoD and DEA targets, (2) direct action missions in which there are a strong likelihood that a targeted Anti-Coalition Militant (ACM) may be in possession of substantial amounts of illicit narcotics based on DoD or DEA intelligence information, or (3) any planned, direct-action mission in areas of traditional, strong-opium production and processing, such as the Helmand province.

Any involvement of DEA agents in SSE operations as described above shall occur only after the targeted locations have been fully secured and are deemed safe for civilian law enforcement personnel.

In all other instances where extensive amounts of illicit drugs are located at secured sites by DoD personnel, the DEA should be alerted as soon as possible, and in a timely fashion, so that it can take appropriate action consistent with the previously suggested actions and attendant criteria.

We very much appreciate your taking the time to consider this proposal

With best wishes,

Sincerely,



HENRY J. HYDE
Chairman
Committee on International Relations



MARK STEVEN KIRK
Member of Congress

11-L-0559/OSD/60196



THE UNDER SECRETARY OF DEFENSE
2000 DEFENSE PENTAGON
WASHINGTON, DC 20301-2000

DEC 05 2006

Afghanistan

The Honorable Henry J. Hyde
Chairman
Committee on International Relations
U.S. House of Representatives
Washington, DC 20515

Dear Mr. Chairman:

Thank you for your letter regarding Department of Defense (DoD) counternarcotics support in Afghanistan. We appreciate your recognition of the support the Department has provided the Drug Enforcement Administration (DEA) and the Afghan police over the past several years to help improve their capability to stem narcotics production and trafficking.

In 2002, the United Kingdom assumed the position of G-8 lead nation for counternarcotics in Afghanistan. Since Afghanistan has become a sovereign nation the U.K. has continued to maintain a leading role in supporting the Afghan National Drug Control Strategy. The State Department, as the U.S. counternarcotics lead, supports the Afghan government and complements U.K. efforts through the U.S. Embassy in Kabul. DoD acknowledges its unique abilities and authorities are essential in supporting U.K. and State Department efforts to reduce narcotics production and trafficking in Afghanistan. Law enforcement forces face enormous challenges in Afghanistan, and the Department is committed to continuing its support for the counternarcotics efforts there.

Regarding your specific recommendations for DoD, the Secretary has already taken such action. The forces supporting Operation Enduring Freedom (OEF) currently have authority to embed non-military counternarcotics personnel, to include DEA, when operating in areas of known or suspected drug-related activity. OEF forces also have been instructed to notify DEA regarding the disposition of significant drug caches discovered during operations. Although these authorities have existed for more than a year, we have taken your concerns very seriously and will work more closely with DEA to make use of this important capability.

Sincerely,

Eric S. Edelman



R

11-L-0559/OSD/60197

16191-06

(12 Oct 06)



THE UNDER SECRETARY OF DEFENSE
2000 DEFENSE PENTAGON
WASHINGTON, DC 20301-2000

DEC 05 2006

The Honorable Mark Steven Kirk
U.S. House of Representatives
Washington, DC 20515

Dear Representative Kirk:

Thank you for your letter regarding Department of Defense (DoD) counternarcotics support in Afghanistan. We appreciate your recognition of the support the Department has provided the Drug Enforcement Administration (DEA) and the Afghan police over the past several years to help improve their capability to stem narcotics production and trafficking.

In 2002, the United Kingdom assumed the position of G-8 lead nation for counternarcotics in Afghanistan. Since Afghanistan has become a sovereign nation the U.K. has continued to maintain a leading role in supporting the Afghan National Drug Control Strategy. The State Department, as the U.S. counternarcotics lead, supports the Afghan government and complements U.K. efforts through the U.S. Embassy in Kabul. DoD acknowledges its unique abilities and authorities are essential in supporting U.K. and State Department efforts to reduce narcotics production and trafficking in Afghanistan. Law enforcement forces face enormous challenges in Afghanistan, and the Department is committed to continuing its support for the counternarcotics efforts there.

Regarding your specific recommendations for DoD, the Secretary has already taken such action. The forces supporting Operation Enduring Freedom (OEF) currently have authority to embed non-military counternarcotics personnel, to include DEA, when operating in areas of known or suspected drug-related activity. OEF forces also have been instructed to notify DEA regarding the disposition of significant drug caches discovered during operations. Although these authorities have existed for more than a year, we have taken your concerns very seriously and will work more closely with DEA to make use of this important capability.

Sincerely,

Eric S. Edelman



11-L-0559/OSD/60198

ACTION MEMO

FOR: UNDER SECRETARY OF DEFENSE FOR POLICY

FROM: **Thomas** W. O'Connell, Assistant Secretary of Defense (SO/LIC) *O'Connell, Dec 06*

SUBJECT: Support for the Drug Enforcement Administration in Afghanistan (U)

- (U) **Secretary** Rumsfeld approved the attached letters for Congressmen **Hyde** and **Kirk** (Tab B).

RECOMMENDATION: **Sign letters** at Tab A.

COORDINATION: None

Attachments:

As stated

OSD-16191-06


Prepared by: LCDR Robert Mook, ISP (CN). (b)(6)

Unclassified upon removal of attachments



~~FOUO~~

October 16, 2006

TO: Stephen J. Hadley
cc: Eric Edelman
FROM: Donald Rumsfeld 
SUBJECT: "Afghanistan: Five Years Later"

Attached is an interesting paper on Afghanistan. Quite a bit has been done.

Attach "Afghanistan: Five Years Later"

DHR:ss
SF101606-21

~~FOUO~~

11-L-0559/OSD/60200

OSD 16198-06



10/17/2006 8:59:41 AM

Afghanistan: Five Years Later

As we reach the five-year anniversary of the beginning of Operation Enduring Freedom, it is natural to cast an eye on Afghanistan. While attention generally focuses on Iraq, Afghanistan remains one of the central fronts in the War on Terror. After all, only five years ago Afghanistan was a lawless region that provided a training ground and sanctuary for Osama bin Laden's deadly al-Qaeda network.

In today's age, there is often a tendency to measure progress against an unrealizable ideal—to expect development to occur in a vacuum that does not factor in preexisting conditions. It is hard to comprehend how destitute Afghanistan was in 2001—and how much progress has been made since. Afghanistan was one of the poorest nations in the world with little infrastructure; it was ruled by a vicious totalitarian regime; drought had decimated agricultural mainstays; the economy was a shambles; and decades of war had left it a broken, lawless nation.

And yet now, despite ongoing violence in some provinces, there is a vast array of promising indicators across a broad spectrum—from security to education to health care. Afghanistan is now a fragile democracy, and a strong ally in the War on Terror. The population is free and is taking advantage of the increasing political and economic opportunities. And the government continues to extend the arm of peace and order to long-neglected regions of the country.

This is not to downplay the very real threats that still face Afghanistan. It is merely to say that any candid discussion of the mission should include the good as well as the bad. Five years on, there is a multitude of good news—testament to the hard work and dedication of our armed forces, the international community, and, most important, the Afghan people themselves.

Democratic Reforms

The Taliban ruled by force and imposed a radical interpretation of Islam on the entire population. There were no freedoms to speak of, particularly for women. There were numerous bans on leisure activities, such as television, various games and sports, even kite-flying. There was only one state-sanctioned radio station. Criminal punishments for those who ran afoul of the regime included amputations, stonings, and public executions.

Today:

- ❖ The Afghanistan constitution, signed into law in 2004, includes provisions to protect individual rights, particularly for women.

- ❖ In the 2004 presidential election, more than 8 million Afghans voted, and 41 percent were women. In the 2005 parliamentary election, more than 50 percent of eligible voters cast a ballot.
- ❖ Women hold 68 of 188 seats in the lower house of parliament.
- ❖ Approximately 50,000 domestic election observers were trained for the 2005 parliamentary election.
- ❖ At least 40 judicial centers have been built or rehabilitated, and almost 600 judges trained.
- ❖ There are now 32 independent radio stations that reach 60 percent of the population.
- ❖ At least 4.7 million refugees have returned to Afghanistan.

Education

It is a well-known fact that the Taliban did not believe in education for women. But the Taliban's neglect of Afghanistan's people was not limited to women: By the end of the Taliban regime, Afghanistan had a 70 percent illiteracy rate, and 80 percent of schools had been damaged or destroyed. In 2002, only 32 percent of school-age children were enrolled, and 97 percent of girls did not attend.

Today:

- ❖ At least 5 million students are enrolled, a 500 percent increase since 2001. Of these, 40 percent are women and girls.
- ❖ More than 50,000 teachers have been trained. At least 65,000 teachers regularly listen to a radio teaching program that airs daily.
- ❖ More than 500 schools, which serve 400,000 students, have been built. All are repaired with local materials and expertise — and are earthquake-resistant.
- ❖ The United States helped create an Afghanistan Primary Education Program to make up for lost schooling years under the Taliban. At its peak, 170,000 students attended daily, 58 percent of whom were women.
- ❖ The United States has helped print more than 48 million textbooks and distribute more than 42 million textbooks.

Health Care

In 2001, only 8 percent of Afghanistan's population had access to health care. The maternal mortality rate was the highest in the world. There was no health-care infrastructure to speak of.

Today:

- ❖ At least 80 percent of the population has access to at least basic health care.
- ❖ More than 500 health clinics have been built and serve 340,000 patients per month. These clinics reach approximately 7.4 million citizens.
- ❖ For rural areas, at least 2,000 community health workers have been trained, and they treat an additional 150,000 people per month.
- ❖ Since 2004, full immunization for children 1–2 years of age has increased 150 percent, to 37 percent of the population. The United States has helped vaccinate at least 5 million children.
- ❖ The United States has treated 700,000 cases of malaria.
- ❖ To combat childhood polio, the United Nations Children's Fund and the World Health Organization provided vaccinations of 9.9 million children.

Economics

After 25 years of war, the economy of Afghanistan in 2001 was almost non-existent. There was no centralized government to institute economic policies, and little infrastructure—not even a formal banking system. What commerce there was existed outside of any domestic or international structure. There were few opportunities available to Afghans to better their situation.

Today:

- ❖ The Afghanistan economy was valued at \$2.4 billion in 2002. The number for 2006 is \$7.3 billion, and projected to rise to \$8.8 billion next year.
- ❖ Per capita income has doubled since 2001.

- ❖ The government of Afghanistan collected more than **\$177** million in revenue in 2002–2003, and \$300 million in 2004–2005, an increase of **70** percent. President Karzai estimates the revenue for 2005–2006 will be \$500 million.
- ❖ More than **3** million land deeds and more than 55,000 businesses have been registered since 2001. At least 85 percent of all property deeds have **been restored** or reorganized, decreasing land-ownership disputes.
- ❖ There is now a Central Bank with 32 computerized provincial branches. The Central Bank has \$2 billion in foreign reserves.
- ❖ More than 10,000 kilometers of road have been built or improved since the Taliban fell. And at least 3,000 kilometers more are under construction.
- ❖ The average speed on most roads has increased 300 percent.
- ❖ The completion of the Kabul-Kandahar highway improved transportation for 30 percent of country, and reduced travel times for those two cities **from 15** hours to **6** hours. USAID 9.12
- ❖ The **U.S.** portion of the Kandahar-Herat highway has reduced travel time between those two major cities from 10 hours to 4.3 hours.
- ❖ Rehabilitation of the Kajaki **Dam** and surrounding transmission lines will **bring** power to 1.7 million Afghans in a critical security area.
- ❖ According to the World Bank, Afghanistan ranks near the top of all nations in ease of starting a business.
- ❖ Coca-Cola opened a \$25 million bottling plant in Kabul, which employs approximately 500 Afghans.
- ❖ Ford, 3M, and Boeing are examining business opportunities in Afghanistan.
- ❖ Wherever the infrastructure and security situation is improved, what little **support** there is for the Taliban continues to decline.
- ❖ Numerous structural-improvement projects are ongoing, and many others are planned and have funding committed for them.

Agriculture

Agriculture has long been a mainstay of the Afghanistan economy, and it is estimated that 70 percent of the population makes its living off the land. Opium production remains

*a problem, but in areas where infrastructure and security **has** been improved—and where alternative-livelihood programs have been initiated — there has tended to be a decline in opium production.*

- ❖ There have been more than 28,000 micro-loans given out for agricultural activities.
- ❖ At least 140 farm markets have been constructed.
- ❖ Agricultural programs to increase farming efficiency now extend to more than 1 million farmers.
- ❖ At least 2.5 million Afghans have benefited from irrigation and road projects linking farms to market.
- ❖ Irrigation rehabilitation has improved water supplies for more than 1 million acres — approximately 10 percent of nationwide farmland.
- ❖ More than 210 irrigation structures have been built and nearly 4,500 kilometers of canals cleaned.
- ❖ Since 2004, there has been a 40 percent increase in cereal production, and a 46 percent increase in wheat production.
- ❖ Almost 4,000 acres of fruit and nut orchards have been planted in the eastern region.
- ❖ More than 19,000 women have been trained in improved poultry management.
- ❖ At least 14 million head of cattle have been vaccinated or treated.
- ❖ For every \$1 USAID has invested in agriculture, there has been an \$11 return.
- ❖ Only 8 percent of the population makes its living from the opium trade.

Security

There is no doubt that security continues to be a major challenge. Remnants of the former Taliban regime and elements of al-Qaeda continue to try to derail progress throughout the country. But just five years ago, there was no formalized rule of law; there was no respected national army; there was no national police force. The nation had been wracked by war for nearly 30 years—and was a pariah from the international community. Only three states were willing to accord the government diplomatic

*recognition—and there was little order within Afghanistan. **The Taliban harbored and supported al-Qaeda, the world's most deadly terrorist organization.***

Today:

- ❖ Afghanistan is no longer an open sanctuary for al-Qaeda.
- ❖ The Afghan National Army (ANA) currently has more than 30,000 trained and equipped troops; the Afghan National Police has more than 46,000 trained and equipped forces. Approximately 4,000 Afghan security forces are still in training.
- ❖ The ANA is growing at a rate of approximately 1,000 a month, and the force may increase to 70,000.
- ❖ The ANA has successfully conducted independent combat operations and continues to improve its combat capabilities.
- ❖ The ANA is composed of five corps and ten brigades. It is an infantry-centric force focused on counterinsurgency capability.
- ❖ After the Taliban fell, the private militias of tribal chief and “warlords” were placed under the control of the Ministry of Defense—then disarmed and demobilized.
- ❖ There are 21,000 U.S. troops in Afghanistan; there were less than 10,000 in 2002; and approximately 13,000 in 2003; and similar numbers to present in 2004 and 2005.
- ❖ There are 40 nations with troops on the ground in Afghanistan, and approximately 40,000 international troops in country.
- ❖ For the first time in its history, NATO forces are deployed beyond their traditional European borders.
- ❖ NATO’s command in Afghanistan—the International Security Assistance Force (ISAF)—expanded in July to cover Afghanistan’s southern provinces.
- ❖ The Operation Enduring Freedom Coalition transferred authority for all security operations to NATO/ISAF on Oct. 5. This will improve command and control and coordination within Afghanistan.
- ❖ There are 24 Provisional Reconstruction Teams (PRTs) controlled by NATO operating throughout the nation. These entities, a mixture of military and civilians, are involved in infrastructure improvement.

*While it has become fashionable in some circles to call Afghanistan a forgotten war, or to say the United States **has** lost its focus, the facts belie the myths. To be sure, no one doubts that great obstacles still exist; the recent up-tick in violence reiterates that the enemies of a stable, peaceful Afghanistan remain persistent and motivated.*

Even so, the Afghan people — with strong support from free nations across the globe — are building a future they can be proud of: secure and prosperous at home, and respected abroad

— OSD Writers Group Oct. 6, 2006

ME Action!

FOUO

October 16, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Call Percy Barnevik

Please call Percy Barnevik and find out what he wants me to do with respect to Karzai and the World Bank, so I can move on it and do what he thinks I should do.

Thanks.

DHR:dh
SF101306-06

Please Respond By 10/26/06

10.16.06

Afganistan

16 OCT 06

11-L-0559/OSD/60208

OSD 16230-06



10/17/2006 11:03:09 AM

ME Ach'm?

FOUO

October 16, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Call Percy Barnevik

Please call Percy Barnevik and find out what he wants me to do with respect to Karzai and the World Bank, so I can move on it and do what he thinks I should do.

Thanks.

DHR:db
SF101306-06

Please Respond By 10/26/06

10.16.06

MR. SECRETARY,

MY UNDERSTANDING IS THAT PERCY BARNEVIK
IS CURRENTLY IN KABUL AND HAS ASKED FOR
ASSISTANCE IN SETTING UP A MEETING WITH KARZAI.
I HAVE ASKED RON NEUMANN TO TRY AND FACILITATE
A MEETING. HE HAS SAID HE WILL HELP.
ONCE BARNEVIK HAS HAD HIS MEETING WITH KARZAI
I WILL FOLLOW UP.

FOUO

Eric

11-L-0559/OSD/60209

OSD 16230-08



10/17/2006 11:02:12 AM

Afghanistan

16 Oct 06

16 Oct 06

10/17 ✓
14 30



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE
2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

ACTION MEMO

DepSec Action USDP 16 OCT 16 2006

FOR SECRETARY OF DEFENSE

FROM: Paul McHale, Assistant Secretary of Defense (HD)

SUBJECT: Letter to Grenada's National Security Adviser

- Attached for your signature is a letter to Lt. Col. Nestor Ogilvie, Grenada's National Security Adviser (Tab A).
- You asked us to prepare a letter to him (Tab B).

RECOMMENDATION: Sign letter at **TAB A**.

COORDINATION: TAB C.

Attachments:

As stated.

Prepared by: Jim Alverson, OSD Policy / WHA, (b)(6)



SD CA	10/17	DSD SA	
SD SMA	10/17	DSD SMA	
SD MA	10/17	DSD MA	
ISA	10/17	DSD CA	
STP DIR	10/17		
ES	10/17	11/20	10/18 0700
ESR MA	10/17	ESD	

11-L-0559/OSD/60210

OSD 16234-06



10117/2006 11 18 29 AM

091.3

120006

140006

TAB A



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

OCT 20 2006

Lieutenant Colonel Nestor Ogilvie
National Security Advisor
Prime Minister's Ministry
Ministerial Complex
Botanical Gardens
Tanteen, St. George's
Grenada

Dear Lieutenant Colonel Ogilvie:

It ~~was~~ a pleasure to see you ~~again~~ at the Defense Ministerial of the Americas in ~~Managua~~.

I appreciated the note you handed to me at the Ministerial, suggesting that the United ~~States~~ lift Article 98 ~~restrictions~~ on its security assistance to Caribbean nations. I ~~was~~ pleased to report to the Ministerial that President ~~Bush~~ and ~~our~~ Congress have taken steps to remove those restrictions with respect to International Military and Education Training ~~funding~~.

I look forward to continuing to strengthen the relationship between ~~our~~ two countries.

Sincerely,



11-L-0559/OSD/60212

OSD 18234-06



10/23/2006 2:51:39 PM

UNCLAS
ROUTINE
FROM SECDEF WASHINGTON DC
TO AMEMBASSY BRIDGETOWN
USDAO CARACAS VE
CHUSMLO BRIDGETOWN BB
INFO: SECSTATE WASHINGTON DC
CJCS WASHINGTON DC
NSC WASHINGTON DC
JOINT STAFF WASHINGTON DC//J5//
DIA WASHINGTON DC
HQ USSOUTHCOM MIAMI FL//SCCC//J5//
SECDEF WASHINGTON DC//USDP:CHAIRS//

U N C L A S S I F I E D

SUBJECT: LETTER FROM SECRETARY RUMSFELD TO GRENADA
NATIONAL SECURITY ADVISOR OGILVIE

ACTION REQUEST FOR EMBASSY BRIDGETOW PLEASE DELIVER
THE TEXT AT THE EARLIEST OPPORTUNITY'. THE ORIGINAL LETTER
WILL BE SENT VIA STATE POUCH.

(BEGIN TEXT)

LIEUTENANT COLONEL NESTOR OGILVIE
NATIONAL SECURITY ADVISOR
PRIME MINISTER'S MINISTRY
MINISTERIAL COMPLEX
BOTANICAL GARDENS
TANTEEN, ST. GEORGE'S
GRENADA

DEAR LIEUTENANT COLONEL OGILVIE:

(PARA) IT WAS A PLEASURE TO SEE YOU AGAIN AT THE DEFENSE
MINISTERIAL OF THE AMERICAS IN MANAGUA.

(PARA) I APPRECIATED THE NOTE YOU HANDED TO ME AT THE
MINISTERIAL, SUGGESTING **THAT** THE UNITED STATES LIFT ARTICLE
98 RESTRICTIONS ON ITS SECURITY ASSISTANCE TO CARIBBEAN
NATIONS. I WAS PLEASED TO REPORT TO THE MINISTERIAL THAT
PRESIDENT BUSH AND OUR CONGRESS HAVE TAKEN STEPS TO

OSD 16234-06



11-L-0559/OSD/60213

10/23/2006 2:51:42 PM

REMOVE THOSE RESTRICTIONS WITH RESPECT TO INTERNATIONAL
MILITARY AND EDUCATION **TRAINING FUNDING**.

(PARA) I LOOK **FORWARD** TO CONTINUING TO STRENGTHEN THE
RELATIONSHIP BETWEEN OUR TWO COUNTRIES.

SINCERELY,
//DONALD RUMSFELD//

(END TEXT)

TAB B

~~FOUO~~

OCT 04 2006

TO: Peter Rodman
CC: Eric Edelman
FROM: Donald Runsfeld *JA*
SUBJECT: Response to Minister from Grenada

The Minister from Grenada sat next to me at the meetings in Nicaragua and handed me the attached note he said he had prepared for me before the conference. He said he was pleased to see we had already acted on it.

Please have someone draft a nice note to him for my signature.

Thanks.

Attach. 10/2/06 Ltr from Minister Nemoir Ogive, Grenada

DNB:JA
100306-01 (encl computer.doc)

.....
Please respond by October 12, 2006

OCT 18 2006 *10/26* (b)(6)

SNOWFLAKE RESPONSE ATTACHED

ESD

M

~~FOUO~~

VII

CONFERENCIA DE MINISTROS DE DEFENSA DE LAS AMÉRICAS
CONFERENCE OF MINISTERS OF DEFENSE OF THE AMERICAS
CONFÉRENCE DES MINISTRES DE LA DÉFENSE DES AMÉRIQUES
CONFERÊNCIA DOS MINISTROS DA DEFESA DAS AMÉRICAS

b)(6)

103

SIR

I PERSONALLY DO NOT SUBSCRIBE TO THE WAY THE WORLD COURT IS SET UP TO RUN AND I UNDERSTAND WHY ARTICLE 98 HAS BEEN INSTITUTED.

HOWEVER, ~~THE~~ THE CARIBBEAN, ~~WHICH~~ HAS NOW SEEN AN INCREASED FLOW OF ILLEGAL DRUGS SINCE THE WITHDRAWAL OF US ASSISTANCE IN ~~AN~~ EFFORT TO ENFORCE ARTICLE 98 IN THE CARIBBEAN.

I HONESTLY BELIEVE THAT THIS POLICY SHOULD BE REVIEWED TO ENABLE THE MILITARY AND SECURITY ASSISTANCE PROGRAMS TO BE REINSTATED AND STRENGTHENED IN ALL THE CARIBBEAN. I THINK THIS IS URGENT.

IT WILL BE OF IMMENSE BENEFIT TO BOTH THE USA, THE CARIBBEAN AND INDEED THE ENTIRE HEMISPHERE.

~~THE~~

Minister of Defense
Washington

2 OCT 06

01 al 05 de Octubre de 2006

THANK THIS IS URGENT

TAB C

POLICY COORDINATION SHEET

Subject: SECDEF Letter to Grenada's National Security Adviser
Control Number: SF-100306-05

Title/Organization	Name	Date
USD(P)	AMB E. Edelman	

~~FOUO~~

OCT 04 2006

TO: Peter Rodman
CC: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Response to Minister from Grenada

The Minister from Grenada sat next to me at the meetings in Nicaragua and handed me the attached note he said he had prepared for me before the conference. He said he was pleased to see we had already acted on it.

Please have someone draft a nice note to him for my signature.

Thanks.

Attach. 10/2/06 Ltr from Minister Nestor Ogilve, Grenada

THINK
[REDACTED] general computer/day

Please respond by October 12, 2006

~~FOUO~~

OSD 16234-06



10/17/2006 11:17:59 AM

11-L-0559/OSD/60220

Grenada

4 OCT 06

VII

CONFERENCIA DE MINISTROS DE DEFENSA DE LAS AMERICAS
CONFERENCE OF MINISTERS OF DEFENSE OF THE AMERICAS
CONFERENCE DES MINISTRES DE LA DEFENSE DES AMERIQUES
CONFERENCIA DOS MINISTROS DA DEFESA DAS AMERICAS

(b)(6)

10/3

SIA

I PERSONALLY DO NOT SUBSCRIBE TO THE WAY THE WORLD COURT IS SET UP TO RUN AND I UNDERSTAND WHY ARTICLE 98 HAS BEEN INSTITUTED.

HOWEVER, ~~THE~~ THE CARIBBEAN, ~~WHICH~~ HAS NOW SEEN AN INCREASED FLOW OF ILLEGAL DRUGS SINCE THE WITHDRAWAL OF US ASSISTANCE IN ~~AN~~ EFFORT TO ENFORCE ARTICLE 98 IN THE CARIBBEAN.

I HONESTLY BELIEVE THAT THIS POLICY SHOULD BE REVIEWED TO ENABLE THE MILITARY AND SECURITY ASSISTANCE PROGRAMS TO BE REINSTATED AND STRENGTHENED IN ALL THE CARIBBEAN. I THINK THIS IS URGENT.

IT WILL BE OF IMMENSE BENEFIT TO BOTH THE USA, THE CARIBBEAN AND INDEED THE ENTIRE HEMISPHERE.

~~The~~

Nelson Oliveira
CREW 009

01 al 05 de Octubre de 2006

2 OCT 06



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

OCT 20 2006

Lieutenant Colonel Nestor Ogilvie
National Security Advisor

Prime Minister's Ministry
Ministerial Complex
Botanical Gardens
Tanteen, St. George's
Grenada

Dear Lieutenant Colonel Ogilvie:

It was a pleasure to see you again at the Defense Ministerial of the Americas in Managua.

I appreciated the note you handed to me at the Ministerial, suggesting that the United States lift Article 98 restrictions on its security assistance to Caribbean nations. I was pleased to report to the Ministerial that President Bush and our Congress have taken steps to remove those restrictions with respect to International Military and Education Training funding.

I look forward to continuing to strengthen the relationship between our two countries.

Sincerely,



11-L-0559/OSD/60222



OSD 16234-06

10/23/2006 2:51:39 PM

091.W

26 OCT 06

4 OCT 06



DEPARTMENT OF DEFENSE
WASHINGTON HEADQUARTERS SERVICES
EXECUTIVE SERVICES DIRECTORATE

October 23, 2006

MEMORANDUM FOR CABLES DUTY OFFICER

SUBJECT: Release of Secretary Rumsfeld's Message to **Grenada** NSA Ogilvie

The attached package contains a message/cable to be released via the Defense Messaging System (DMS).

The text of the message and accompanying letter (as appropriate) has been reviewed and cleared for release.

Please return a copy of this memorandum along with a copy of the transmitted message to the Correspondence Control Division. If further information is **required** for the DMS addresses please notify the action officer. For all other requests, please call me at (b)(6) [redacted] Action officer information: Jim Alverson, OSD Policy/WHLA (b)(6) [redacted] (b)(6) [redacted]

Thank you.

Michael Lowery
Executive Services Directorate
Executive Services Director
Correspondence Analyst

Attachments:
As stated

OSD 16234-06

11-L-0559/OSD/60223

UNCLAS
ROUTINE
FROM SECDEF WASHINGTON DC
TO: AMEMBASSY BRIDGETOWN
USDAO CARACAS VE
CHUSMLO BRIDGETOWN BB
INFO: SECSTATE WASHINGTON DC
CJCS WASHINGTON DC
NSC WASHINGTON DC
JOINT STAFF WASHINGTON DC//J5//
DIA WASHINGTON DC
HQ USSOUTHCOM MIAMI FL//SCCC//J5//
SECDEF WASHINGTON DC//USDP;CHAIRS//

UNCLASSIFIED

SUBJECT: LETTER FROM SECRETARY RUMSFELD TO GRENADA
NATIONAL SECURITY ADVISOR OGILVIE

ACTION REQUEST FOR EMBASSY BRIDGETOWN: PLEASE DELIVER
THE TEXT AT THE EARLIEST OPPORTUNITY. THE ORIGINAL LETTER
WILL BE SENT VIA STATE POUCH.

(BEGIN TEXT)

LIEUTENANT COLONEL NESTOR OGILVIE
NATIONAL SECURITY ADVISOR
PRIME MINISTER'S MINISTRY
MINISTERIAL COMPLEX
BOTANICAL GARDENS
TANTEEN, ST. GEORGE'S
GRENADA

DEAR LIEUTENANT COLONEL OGILVIE:

(PARA) IT WAS A PLEASURE TO SEE YOU AGAIN AT THE DEFENSE
MINISTERIAL OF THE AMERICAS IN MANAGUA.

(PARA) I APPRECIATED THE NOTE YOU HANDED TO ME AT THE
MINISTERIAL, SUGGESTING THAT THE UNITED STATES LIFT ARTICLE
98 RESTRICTIONS ON ITS SECURITY ASSISTANCE TO CARIBBEAN
NATIONS. I WAS PLEASED TO REPORT TO THE MINISTERIAL THAT
PRESIDENT BUSH AND OUR CONGRESS HAVE TAKEN STEPS TO

OSD 16234-06



11-L-0559/OSD/60224

1012312006 2:51:42 PM

REMOVE THOSE RESTRICTIONS **WITH** RESPECT TO INTERNATIONAL
MILITARY AND EDUCATION TRAINING FUNDING.

(PARA) I LOOK FORWARD TO CONTINUING TO STRENGTHEN THE
RELATIONSHIP BETWEEN OUR TWO COUNTRIES.

SINCERELY,
//DONALD RUMSFELD//

(END TEXT)

~~FOUO~~

September 28, 2006

TO: Dorrance Smith
Cc: *Eric Edelman*
FROM: Donald Rumsfeld *DR*

SUBJECT: *Miami Herald* piece on Broadcasts into Iran

What is this *Miami Herald* piece regarding broadcasts into Iran as being "too soft"? I don't think I have ever heard of Ladan Arohin who is mentioned in the article as a civilian Iran specialist who works for me.

How can these people say, "...by some officials in Defense Secretary Donald Rumsfeld's office?"

We ought to figure out what this is all about, and then send out a letter of correction.

Thanks.

Attach *Miami Herald* piece by Strobel and Douglas

DHR:sj
09/28/06 (TS)

.....
Please respond by October 16, 2006

FOUO

OSD 16262-06




10/17/2006 5:15:17 PM

11-L-0559/OSD/60226

10/17/2006

TO: Secretary Rumsfeld

FROM: Dorrance Smith 

SUBJECT: MiamiHerald piece on Broadcasts into Iran

Ref: Snowflake 092806-03

Sir,

On Sept. 28, DoD PA sent a letter responding to the article "U.S. Broadcasts Into Iran Called Too Soft" to the Miami Herald. They declined to publish it as the original story was a Knight-Ridder wire story.

We followed up by contacting Knight-Ridder and having them send our letter over their wire service, to reach all of the newspapers which received the story. We also sent our letter to 16 papers directly (see below). The San **Jose** Mercury News posted it in their online version. That version appeared in the Oct. 7 Early Bird.

Letter to the Editor RE: "U.S. Broadcasts Into Iran Called Too *Soft*" sent to:

1. Miami Herald, 9/27/06
2. Belleville News Democrat, 9/26/06
3. Bradenton Herald, 9/26/06
4. Centre Daily Times, 9/26/06
5. Columbus Ledger-Inquirer, 9/26/06
6. Contra Costa Times, 9/26/06
7. Fort Wayne News Sentinel, 9/26/06
8. Knight-Ridder Washington Bureau, 9/26/06
9. Macon Telegraph, 9/26/06
10. Myrtle Beach Sun News, 9/26/06
11. Sacramento Bee, 9/27/06
12. San Jose Mercury News, 9/26/06
13. The State (South Carolina), 9/26/06
14. Charlotte Observer, 9/26/06
15. San Luis *Obispo* Tribune, 9/26/06
16. The Monterey Herald, 9/26/06
17. Kansas City *Star*, 9/26/06

Enclosure: Letter to Editor MiamiHerald

11-L-0559/OSD/60227

OSD 16262-06



10/17/2006 5 15 21 PM



ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-1400

September 28, 2006

PUBLIC AFFAIRS

Miami Herald
One Herald Plaza
Miami, FL 33132

To the Editor:

Warren P. Strobel's and William Douglas's recent article ("U.S. Broadcasts Into Iran Called Too Soft") is riddled with errors, starting with the first sentence. The reporters' claim—that a "Pentagon Unit has drafted a report" on U.S. radio broadcasts into Iran—is incorrect in every respect.

An individual DoD employee—because of specific language skills—was asked by an interagency committee on Iran policy to monitor and personally evaluate U.S. broadcasting into Iran. She did so. There was no "Pentagon report." The charge made that there is a 'gambit' underway by the Pentagon to take control of Iranian broadcasts is simply wrong.

Unfortunately, the remainder of the article follows a similar course, insinuating repeatedly that the Pentagon is preparing for a confrontation with Iran. Again, the facts interfere with a good story. The President and Secretary of State are on a diplomatic track with Iran, and there is no daylight between their policy and the Department of Defense.

Strobel and Douglas even referenced the now-defunct Office of Special Plans, even though the myths surrounding that entity—and repeated in this article—were thoroughly discredited by the Robb-Silberman Commission and the Senate Select Committee on Intelligence.

Finally, contrary to the article's insinuations, having an Iran policy office at the Pentagon is not a mystery. In both State and Defense, the Near East bureaus have offices dealing with Iran, as well as offices dealing with policy toward every other country in the region. These Iran offices were established to support closer interagency work on Iran policy, not for imagined or nefarious purposes.

We ask that these errors be corrected in every publication in which this story appeared.

Sincerely,

Donance Smith
Assistant Secretary of Defense for Public
Affairs

11-L-0559/OSD/60228

~~FOUO~~

September 28, 2006

TO: Dorrance Smith

c c : Eric Edelman

FROM: Donald Rumsfeld

SUBJECT: *Miami Herald* piece on Broadcasts into Iran

DHR:ls
SF092806-03

.....
Please Respond By October 16, 2006

~~FOUO~~

11-L-0559/OSD/60229

~~FOUO~~

October 16, 2006

TO: Dorrance Smith

FROM: Donald Rumsfeld

D.R.

SUBJECT: O'Reilly Interview w/Woodward

Please get me a DVD of the O'Reilly interview with Bob Woodward.

Thanks.

DHR:dh
SF101606-13

.....
Please Respond By 10/26/06

~~FOUO~~

11-L-0559/OSD/60230

OSD 16263-06



10/17/2006 5 21 20 PM

10117/2006

TO: Secretary Rumsfeld
FROM: Dorrance Smith
SUBJECT: O'Reilly Interview with Woodward
Ref: Snowflake 101606-13

Sir,

As requested, attached is the DVD of the O'Reilly interview with Bob Woodward.

11-L-0559/OSD/60231



OSD 16263-06

10/17/2006 5:21:15 PM

~~FOUO~~

OCT 18 2006

TO: The Honorable Joshua B. Bolton
Stephen J. Hadley

FROM: Donald Rumsfeld *DR*

SUBJECT: Jim Jones

Jim Jones has asked to be taken out of consideration. I had two very *good* talks with him, and he said his family situation is such that he really does not feel he can take on another assignment. This was his decision completely.

Thanks.

DHR:dh
SF101706-06

210 Marines (341)

18 Oct 06

OSD 18290-06



10/19/2006 8:20:38 AM

~~FOUO~~

11-L-0559/OSD/60232

~~FOUO~~

OCT 18 2006

TO: The Honorable Joshua B. Bolten
Stephen J. Hadley

FROM: Donald Rumsfeld 

SUBJECT Jim Jones

Jim Jones has asked to be taken out of consideration. I had two very good talks with him, and he said his family situation is such that he really does not feel he can take on another assignment. This was his decision completely.

Thanks.

DHR:dh
SF101706-06

ESD
LAWNER
M

~~FOUO~~

11-L-0559/OSD/60233

~~FOUO~~

ACTION MEMO

DepSec Action _____

FOR SECRETARY OF DEFENSE

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

OCT 17 2006

SUBJECT: Award for Tom Hall

- We have prepared an award package for Tom Hall to be presented with the DoD Outstanding Public Service Award for his work on Iceland.
- The award package is being processed, but I have given Robert Rangel a copy of the award package.
- Recommend that you personally present the award to ASD Hall.

SECDEF Decision: SecDef to present the award _____

Other _____

Iceland

note

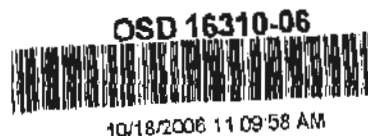
30 Sep 06

Prepared by: Jim Hirsch, ISP/EPN (b)(6)

~~FOUO~~




11-L-0559/OSD/60234



~~FOUO~~

September 30, 2006

TO: Eric Edelman
CC: Steve Bucci
FROM: Donald Rumsfeld 
SUBJECT: Follow-up on Iceland

Please give *me* the attached when we have the prep for the meeting in mid-October with Prime Minister Haarde during his visit to Washington.

Possibly we may want to give an award to Tom Hall for working this out,

Thanks.

Attach. 9/22/06 USD(P) response to SF091806-16 (OSD15037-06), "Iceland Closeout"

DHR:db
SF093006-14

Please Respond By 10/12/06

~~FOUO~~

~~FILE-0555/OSD/06255~~

copy

~~FOUO~~

SEP 18 2006

091806-16

TO: Eric Edelman
CC: Steve Bucci
Cathy Mainardi
FROM: Donald Rumsfeld JA
SUBJECT: Iceland Closeout

I do need to see you on the attached "draft options brief" concerning Iceland. It looks to me more like a memo, not an "options brief." At any rate, I have read it and am ready for the meeting.

We have to make sure we do the following things:

1. Thank Tom Hall.
2. Prepare for me a closeout letter to the right people in Iceland.

Thanks.

Attach. 9/14/06 Renuart note attached to 9/14/06 Hall memo

DER:ah
SEP01806-16

..... (b)(6) SEP 25 2006

SNOWFLAKE RESPONSE ATTACHED

~~FOUO~~

OSD 15037-08



9/22/2006 4:32 44 PM

A-4₂

9/14/06

(b)(6)
413

SPECTRE:

- We have completed my first round of discussions with the Government of Iceland (GOI). I have forwarded, along with the Chief Negotiator from Iceland (Ambassador Albert Jonsson), the Technical Agreement for the siting of Naval Station Keflavik and the updating of all the annexes and provisions of the 1951 Bi-lateral treaty.

- Ambassador Christl Vigneysson (U.S. Ambassador to Iceland) also signed a "Joint Understanding" with Ambassador Jonsson that confirms the "way ahead" for future relations between our two nations.

- We have signed good agreements, we have preserved the treaty and relationship between our nations and we have paved the way ahead for the future of Iceland in NATO and our bilateral relationship. The Prime Minister confirmed his concerns and desires for a "positive outcome" of this process. We have achieved this and I believe he will express that if and when he is able to meet with you in the future.

- I can assure Polley will be sending you a memo, but from my viewpoint, these are the major elements of our process and agreements:

- The 1951 Bilateral Treaty has been maintained and updated to reflect the reality of the future relations between our two nations.
- The downturn and withdrawal of U.S. forces from Keflavik is being accomplished without hinder and in complete coordination with the GOI. The Commanding Officer, Captain Mark Langston, has done a superb job under difficult conditions. Significantly, he has used over 80 reserves to assist him in the downturn. We have worked with the GOI in meeting with the reemployment of the 1,000 Icelandic employees ahead the base and surprisingly this, which was forecast to be a major problem, has not materialized as such.
- The downturn and withdrawal of U.S. forces from Keflavik is being accomplished without hinder and in complete coordination with the GOI. The Commanding Officer, Captain Mark Langston, has done a superb job under difficult conditions. Significantly, he has used over 80 reserves to assist him in the downturn. We have worked with the GOI in meeting with the reemployment of the 1,000 Icelandic employees ahead the base and surprisingly this, which was forecast to be a major problem, has not materialized as such.
- Iceland has agreed to maintain and operate the NATO facilities necessary for use by U.S. and NATO forces in the future for exercises and contingency operations.
- We have ensured the continuity of operations at the International Airport at Keflavik through leasing of equipment and removal of facilities necessary for airport operations. The airport is their gateway to the world and its continued operation was and is critical to Iceland and U.S./NATO future use of the facilities.

4-1
2-1

- We have settled the environmental issues and negotiated away the Icelandic requests for remediation that did not meet our standards.
- EUCOM is putting together an exercise program which will meet the standards you indicated. Iceland considered this a major issue and is very appreciative of the aspect of limited and appropriate exercises in the future. It is their expressed view that exercises will demonstrate to their people that the United States "has departed Iceland, but has not deserted us".
- The issue of operation of the Icelandic Air Defense Radars has been settled for the immediate future and the ultimate disposition of these radars, which are NATO equipment, will be the subject of Icelandic/NATO discussions.
- The U. S. Communications facility in Grindavik will be maintained for strategic communications. It will be operated under contract with Icelandic/U.S. civilians.

The drawdown of Naval Station Keflavik continues on schedule and the last group of personnel headed by the Commanding Officer will depart the evening of 30 September, 2006. It has been an honor for me to serve in this capacity. We have some work left to do, and I stand ready to serve and participate until the job is done.

Very respectfully,
Tore Hall

A-4-5
B-2-4

725 ✓
9/20

FOUO

(b)
(6)
9/30

ACTION MEMO

DepSec Action _____

FOR: SECRETARY OF DEFENSE

ic S. Edelman, Under Secretary of Defense for Policy

SEP 3 2006

SUBJECT: Iceland Closeout

- You asked for two closeout actions on Iceland
- We agree that Tom Hall has done a great job in leading the negotiations on very difficult issues related to closing the base and transferring the property back to Iceland.
 - we are completing the interagency procedures to obtain final authority to conclude the agreements Hall has negotiated. That is expected in the next few days.
 - The base will close on 30 September.
 - Once these two events are concluded we will prepare a note for you to send to Hall thanking him for taking on this extra duty.
- You also asked for a closeout letter to the Icelanders. We have prepared the letter at Tab A for you to send to Icelandic Prime Minister Haarde.
- It is expected that Haarde will visit Washington in mid-October for a formal ceremony connected to the agreements. We would suggest that you meet with him during his visit to ensure him of our continued commitment to Iceland's defense and thank them for their hospitality for U.S. forces.

RECOMMENDATION : Sign the letter at Tab A.

COORDINATION TAB B

Prepared by: Jim Hunsch, ESP/EPN (b)(6)

FOUO



MA SD	9/25	SMIA DSD	
ISA SD	9/25	SA DSD	
EXEC SEC	11/15	PROD 9/25/06	
ESR MA	11/15	5TH DIR	

OSD 15037-06



9/22/2006 4:32:52 PM

FILE-0559/OSD/00259

A

A-8-7



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

V SP

SEP 22 2006

The Honorable Geir H. Haarde
Prime Minister
Stjornarradshusid
150 Reykjavik
Iceland

Dear Mr. Prime Minister:

With the closure of Naval Air Station Keflavik on September 30, I want to thank you and the Icelandic people for the cooperation and hospitality you have shown the American Armed Forces during the last 66 years. The presence of U.S. forces in Iceland during World War II and the Cold War was vital for the defense of the free world.

Today we are in a different era, and the Department of Defense is working to transform its posture to meet today's challenges. We remain committed to Iceland's defense, and we appreciate your Government's close coordination in the recent negotiations on matters related to the closing of the base. Assistant Secretary Tom Hall tells me we have reached a good outcome.

I would welcome the opportunity to meet with you during your planned visit to Washington in mid-October.

Sincerely,



11-L-0559/OSD/60241

OSD 15037-08



10/2/2006 1 07 10 PM

B

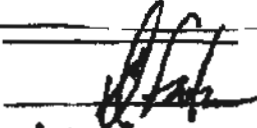


A-8-16

~~FOUO~~

POLICY COORDINATION SHEET

Subject: Iceland Closeout

Control Number: SF091806-16

Title/Organization	Name	Date
Coordination:		
USDP		
DASD Eur/NATO		21 Sep 06
Director Europe North		21 Sep 06
State	V. Middleton/Amb. Van Vorst	21 Sep 06

Attachments:

TAB A Note for Signature

TABB: Coordination

TABC: Incoming

~~FOUO~~

A-8-8

~~FOUO~~

POLICY COORDINATION SHEET

Subject: Follow-up on Iceland
Control Number: SF093006-14

Title/Organization

Name

Date

Coordination:

USDP

DASD Eur/NATO

MP:0
Director Europe North

[Signature]
[Signature]

10/11/06
10/6/06

~~FOUO~~

11-L-0559/OSD/60244

~~FOUO~~

September 30, 2006

To: Eric Edelman
CC: Steve Bucci
FROM: Donald Rumsfeld *DR*
SUBJECT: Follow-up on Iceland

Please give me the ~~attached~~ when we have the prep for the meeting in mid-October with Prime Minister Haarde during his visit to Washington.

Possibly we may want to give an award to Tom Hall for working this out

Thanks.

Attach. 9/22/06 USD(P) response to SP091806-16 (OSD 5037-06), "Iceland Closeout"

DHL:an
SP091806-14

.....
Please Respond By 10/12/06

~~FOUO~~

OSD 16310-06



10/18/2006 11:09:23 AM

FILE-05559/OSD/60243

ICELAND

30 SEP 06

copy

~~FOUO~~

SEP 19 2006

091806-16

TO: Eric Edelman
CC: Steve Bucci
Cathy Mainardi
FROM: Donald Rumsfeld *DR*
SUBJECT: Iceland Closeout

I do need to see you on the attached "draft options brief" concerning Iceland. It looks to me more like a memo, not an "options brief." At any rate, I have read it and am ready for the meeting.

We have to make sure we do the following things:

1. Thank Tom Hall.
2. Prepare for me a closeout letter to the right people in Iceland.

Thanks.

Attach. 9/14/06 Rennart note attached to 9/14/06 Hall memo

000000
SEP01/06-16

.....

SEP 25 2006

(b)(6)

SNOWFLAKE RESPONSE ATTACHED

~~FOUO~~

OSD 15037-08



9/22/2006 4:32 44 PM

A-42

91406

(b)(6)

4/13

SECRET

- We have completed my final round of discussions with the Government of Iceland (GOI). I have forwarded, along with the Chief Negotiator from Iceland (Ambassador Albert Jonsson), the Technical Agreement for the status of Naval Station Keflavik and the updating of all the annexes and provisions of the 1951 BI-Iceland treaty.

- Ambassador Carol Van Vleet (U.S. Ambassador to Iceland) also signed a "Joint Understanding" with Ambassador Jonsson that confirms that "very much" for future relations between our two nations.

- We have signed good agreements, we have preserved the treaty and relationship between our nations and we have paved the way ahead for the future of Iceland in NATO and our bilateral relationship. The Prime Minister outlined his concerns and desires for a "positive outcome" of this process. We have achieved this and I believe he will express that if and when he is able to meet with you in the future.

- I am sure Polley will be sending you a recap, but from my viewpoint, these are the major elements of our process and agreements:

- The 1951 Bilateral Treaty has been matched and updated to reflect the reality of the future relations between our two nations.
- The drawdown and withdrawal of U.S. forces from Keflavik is being accomplished without hiccup and in complete coordination with the GOI. The Commanding Officer, Captain Mark Langston, has done a superb job under difficult conditions. Significantly, he has saved over 80 new hires to assist him in the drawdown. We have worked with the GOI in working with the reemployment of the 1,000 Icelandic employees aboard the base and surprisingly this, which was forecast to be a major problem, has not materialized as such.
- Iceland has agreed to maintain and operate the NATO facilities necessary for us by U.S. and NATO forces in the future for exercises and contingency operations.
- We have ensured the continuity of operations at the International Airport at Keflavik through leasing of equipment and transfer of facilities necessary for airport operations. The airport is their gateway to the world and its continued operation was and is critical to Iceland and U.S./NATO future use of the facilities.

- We have settled the environmental issues and negotiated away the Icelandic requests for remediation that did not meet our standards.
- EUCCOM is putting together an exercise program which will meet the standards you indicated. Iceland considered this a major issue and is very appreciative of the aspect of limited and appropriate exercises in the future. It is their expressed view that exercises will demonstrate to their people that the United States "has departed Iceland, but has not deserted us".
- The issue of operation of the Icelandic Air Defense Radars has been settled for the immediate future and the ultimate disposition of these radars, which are NATO equipment, will be the subject of Icelandic/NATO discussions.
- The U. S. Communications facility in Grindivik will be maintained for strategic communications. It will be operated under contract with Icelandic/U.S. civilians.

The drawdown of Naval Station Keflavik continues on schedule and the last group of personnel headed by the Commanding Officer will depart the evening of 30 September, 2006. It has been an honor for me to serve in this capacity. We have some work left to do, and I stand ready to serve and participate until the job is done.

Very respectfully,
Tom Hall

A-8-5
Belen

725 ✓
0 930

~~FOUO~~

(b)(6)
9/25

ACTION MEMO

DepSec Action _____

FOR: SECRETARY OF DEFENSE

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

SEP 22 2006

SUBJECT: Iceland Closeout

RE →
Robert Rangel
9/25

- You asked for two closeout actions on Iceland.
- We agree that Tom Hail has done a great job in leading the negotiations on very difficult issues related to closing the base and transferring the property back to Iceland.
 - We are completing the interagency procedures to obtain final authority to conclude the agreements Hall has negotiated. That is expected in the next few days.
 - The base will close on 30 September.
 - Once these two events are concluded we will prepare a note for you to send to Hall thanking him for taking on this extra duty.
- You also asked for a closeout letter to the Icelanders. We have prepared the letter at Tab A for you to send to Icelandic Prime Minister Haarde.
- It is expected that Haarde will visit Washington in mid-October for a formal ceremony connected to the agreements. We would suggest that you meet with him during his visit to ensure him of our continued commitment to Iceland's defense and thank them for their hospitality for U.S. forces.

RECOMMENDATION Sign the letter at Tab A.

COORDINATION TAB B

Prepared by: Jim Hirsch, ISM/EPH (b)(6)

~~FOUO~~

11-091806-18

MA SD	9/25	SMA OSD	
ISA SD	9/25	SA DSD	
EXEC SEC	11/15	ADD 9/25/06	
ESR MA	11/15	STP DIR	

OSD 15037-08



9/22/2006 4:32:52 PM

A

A-8-7



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

USP

SEP 22m

The Honorable Geir H. Haarde
Prime Minister
Stjornarradhusid
150 Reykjavik
Iceland

Dear Mr. Prime Minister:

With the closure of Naval ~~Air~~ Station Keflavik on ~~September 30~~, I want to thank you and the Icelandic people for the cooperation and hospitality you have shown the American Armed ~~Forces~~ during the last 66 years. The ~~presence~~ of U.S. ~~forces~~ in Iceland during World ~~War II~~ and the Cold ~~War~~ was vital for the defense of the ~~free~~ world.

~~Today~~ we are in a different era, and the Department of Defense is working to ~~transform~~ its posture to meet today's challenges. We remain committed to Iceland's defense, and we appreciate ~~your~~ Government's close coordination in the recent negotiations ~~on~~ matters related to the closing of the base. Assistant ~~Secretary Tom~~ Hall tells me we have reached a good outcome.

I would welcome the opportunity ~~to~~ meet with you ~~during your~~ planned visit to Washington in mid-October.

Sincerely,



11-L-0559/OSD/60251

OSD 15037-08



10/2/2006 1 07 10 PM

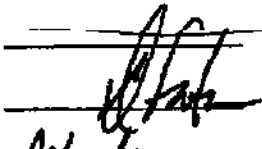
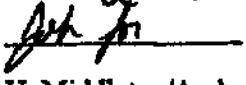
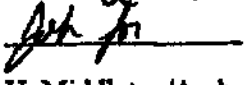
B

A-8-10

FOUO

POLICY COORDINATION SHEET

Subject: Iceland Closeout
Control Number: SF091806-16

Title/Organization	Name	Date
Coordination:		
USDP		<u>21 Sep 06</u>
DASD Eur/NATO W. 2.		<u>21 Sep 06</u>
Director Europe Noah		<u>21 Sep 06</u>
State	V. Middleton/Amb. Van Vorst	21 Sep 06

Attachments:

TAB A: Note for Signature
TAB B: Coordination
TAB C Incoming

FOUO

A-8-11

~~FOUO~~

POLICY COORDINATION SHEET

Subject: Follow-up on Iceland
Control Number: SF093006-14

Title/Organization

Name

Date

Coordination:

USDP

DASD Eur/NATO

MP 10
Director Europe North

[Signature]
[Signature]

10/11/06
10/6/06

~~FOUO~~

11-L-0559/OSD/60254

~~FOUO~~

October 13, 2006

TO: Tina Jonas
CC: Gordon England
Brad Berkson

FROM: Donald Rumsfeld

D.A.

SUBJECT The Services and Infrastructure Money

When I came *in*, I looked *at* the *infrastructure* of the Department and sensed that the Services had been using infrastructure money as a piggy bank for weapons and the like.

I said we should end it, and I put each Service on a trajectory where they would end up having all their facilities and their Departments up to snuff in a set number of years. And then, during the next year, they continued to use those *funds* as a piggy bank. My recollection is the Army *remains* at something like a **150-year** recap rate and is supposed to be at **45** years.

I need to see what each Service has actually done, given the clear instructions I have given them over the last **5 1/2** years. Then, we need to talk about how to get this back on track in the **FY08** budget cycle.

Thanks.

DHR:ss
SF101206-23

.....
Please Respond By 11/01/06

~~FOUO~~

11-L-0559/OSD/60255

OSD 16321-06



10/18/2006 11:37:36 AM

110.01

13 Oct 06

~~FOUO~~

November 23, 2006

11/0.01

TO Tina Jonas
FROM Donald Rumsfeld *DR*
SUBJECT Information on Services Recapitalization

I have asked for the information from 2000 through 2007 -- by year -- concerning the Services recapitalization. Instead I received the attached memo.

Please rework it.

Thanks.

Attach. 10/17/06 USD COMPT memo to SecDef

DMR:as
112106-32 (TS). Doc

.....
Please Respond by December 5, 2006

OSD 18321-06

11/0.01

~~FOUO~~

11-L-0559/OSD/60256



OSD 18321-06

12/6/2006 12:47:23 PM

~~FOUO~~

October 20, 2006

TO: Tina Jonas
CC: Gordon England
FROM: Donald Rumsfeld *DR*
SUBJECT: Services and Infrastructure Investment

Regarding your October 17 memo regarding sustainment and recapitalization:

1. It looks like the Army has done the best job by far. *Let's make sure* that they stay at 67 for 2008 and don't go below it.
2. Let's get the Navy to use their 1% to get down to 67. They are going in the wrong direction, and that is not acceptable.
3. With respect to the Marine Corps, that is terrible what has happened. Let's get them down to 67 in 2008.
4. The same thing with the Air Force as the Marines.

If you need help, let me know.

Thanks.

Attach.

DHR:ch
SF102006-11

7

~~FOUO~~

11-L-0559/OSD/60257

~~FOUO~~

October 13, 2006

TO: Tina Jonas
CC: Gordon England
Brad Berkson

FROM: Donald Rumsfeld *DR*

SUBJECT: The Services and Infrastructure Money

When I came in, I looked at the infrastructure of the Department and sensed that the Services had been using infrastructure money as a piggy bank for weapons and the like.

I said we should end it, and I put each Service on a trajectory where they would end up having all their facilities and their Departments up to snuff in a set number of years. And then, during the next year, they continued to use those funds as a piggy bank. My recollection is the Army remains at something like a 150-year *recaprate* and is supposed to be at 45 years.

I need to see what *each* Service has actually done, given the clear instructions I have given them over the last 5 1/2 years. Then, we need to talk about how to get this back on track in the FY08 budget cycle.

Thanks.

DHR:rs
SF101206-23

.....
Please Respond By 11/01/06

OCT 19 2006 (b)(6) 10/20

SNOWFLAKE RESPONSE ATTACHED

~~FOUO~~



10/18/2006 11:37:36 AM

11-L-0559/OSD/60258



UNDER SECRETARY OF DEFENSE
1100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1100

INFO MEMO

October 17, 2006, 3:00 PM

CONTROLLER

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Tina W. Jones

SUBJECT: Snowflake: "The Services and Infrastructure Money"

- You asked to see what each Service has executed for facilities sustainment and recapitalization. The following provides a Service breakout beginning with FY 04, the first year complete data was available for all Services:

Sustainment (%)	Minimum Goal	Actuals			Current Estimate	
		FY04	FY05	FY06	FY07	FY08
Army	90%	58%	64%	84%	90%	1/
Navy	90%	65%	90%	81%	95%	82%
Marine Corps	90%	96%	94%	93%	93%	88%
Air Force	90%	79%	78%	101%	86%	89%

Recapitalization (# of Yrs)

	Goal					
Army	67	106	62	66	51	1/
Navy	67	100	78	58	91	69
Marine Corps	67	110	72	85	114	103
Air Force	67	64	66	124	112	107

1/ Excludes Army data which will not be available until the Army submits a budget.

- The FY 04 Program Review funded facilities sustainment at 95 percent improving to 100% by FY 08 and FY 09.
- In the current FY 08 budget submissions, none of the Services have fully funded sustainment or recapitalization.
- Recent changes in reprogramming rules will make it difficult to move money into or from sustainment and recapitalization accounts in FY 07.
- We understand this is a priority, and it will be addressed in the FY 08 Program Review.

Prepared by: Anne McAndrew (b)(6)

SD CA	10/17/06	DSO SA	
SD SMA		DSO SMA	
SD MA		DSO MA	
QSA		DSO CA	
SPDR			
ES	10/17/06	10/17/06	

OSD 16321-08



10/18/2006 11:37:43 AM

11-L-0559/OSD/60259



UNDER SECRETARY OF DEFENSE
1100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1100

INFO MEMO

October 17, 2006, 3:00 PM

115.01

COMPTROLLER

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Tina W. Jonas *[Signature]*

SUBJECT: Snowflake: "The Services and Infrastructure Money"

- You asked to see what each Service has executed for facilities sustainment and recapitalization. The following provides a Service breakout beginning with FY 04, the first year complete data was available for all Services:

<u>Sustainment (%)</u>	<u>Minimum Goal</u>	<u>Actuals</u>			<u>Current Estimate</u>	
		<u>FY 04</u>	<u>FY 05</u>	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>
Army	90%	58%	64%	84%	90%	1/
Navy	90%	65%	90%	81%	95%	82%
Marine Corps	90%	96%	94%	93%	93%	88%
Air Force	90%	79%	78%	101%	86%	89%

<u>Recapitalization (# of Yrs)</u>						
	<u>Goal</u>					
Army	67	106	62	66	51	1/
Navy	67	100	78	58	91	69
Marine Corps	67	110	72	85	114	103
Air Force	67	64	66	124	112	107

170406

1/ Excludes Army data which will not be available until the Army submits a budget.

- The FY 04 Program Review funded facilities sustainment at 95 percent improving to 100% by FY 08 and FY 09.
- In the current FY 08 budget submissions, none of the Services have fully funded sustainment or recapitalization.
- Recent changes in reprogramming rules will make it difficult to move money into or from sustainment and recapitalization accounts in FY 07.
- We understand this is a priority, and it will be addressed in the FY 08 Program Review.

130406

Prepared by: Anne McAndrew (b)(6)

OSD 16321-06



10/18/2006 11:37:43 AM

11-L-0559/OSD/60260

~~FOUO~~

October 13, 2006

TO: Tina Jonas

c c : Gordon England
Brad Berkson

FROM: Donald Rumsfeld

D.R.

SUBJECT: The Services and Infrastructure Money

When I came in, I looked at the infrastructure of the Department and sensed that the Services had been using infrastructure money **as** a piggy bank for weapons and the like.

I said we should end it, and I put each Service on a trajectory where they would end up having all their facilities and their Departments up to snuff in a set number of years. And then, during the next year, they continued to use those **funds** as a piggy bank. My recollection is the Army remains at something like a 150-year recap rate and is supposed to be at 45 years.

I need to see what each Service has actually done, given the clear instructions I have given them over the last 5 1/2 **years**. Then, we need to talk about how to get **this** back on track in the FY08 budget cycle.

Thanks.

DHR:ss
SF101206-23

.....
Please Respond By 11/01/06

~~FOUO~~

11-L-0559/OSD/60261

OSD 16321-06



10/18/2006 11:37:36 AM

10118/06

TO: Secretary Rumsfeld
FROM: Dorrance Smith
SUBJECT: DVD of Air Force Memorial Dedication
Ref. Snowflake 101606-03

060

Sir,

As requested, **attached** is the DVD of the Air Force Memorial ~~Dedication~~.

1802706

11-L-0559/OSD/60262



OSD 16355-06

10/18/2006 4:14:59 PM

~~FOUO~~

October 18, 2006

Southcom

TO: Eric Edelman
CC: Gen Pete Pace
GEN John Craddock (ADM JIM STAVRIDIS)
FROM: Donald Rumsfeld *DR*
SUBJECT: Joint Planning with DoS at **SOUTHCOM**

I talked to Newt Gingrich last night. He said he thought Jim Stavridis, in his new assignment at **SOUTHCOM**, is the right person to ~~try~~ to develop a DoS/DoD relationship for CoComs that could become a model. If he began with joint planning with State for **SOUTHCOM** on an integrated basis, we might be able to do better at connecting our two Departments.

Let me **know** what **you** think. I will talk to **Stavridis** when I **am** there today.

Thanks.

DHR:dh
SF101806-01

Please Respond By 11/16/06

18 Oct 06

~~FOUO~~

11-L-0559/OSD/60263

OSD 16356-06



10/18/2006 5:07:12 PM

23 October 06

To: SECDEF

From: ADM Jim Stavridis

Info: Gen Pete Pace
Amb Eric Edelman

Subj: Joint Planning with DoS at SOUTHCOM

1. Sir, you sent the attached snowflake to Eric to think about.
2. I'm an enthusiastic volunteer to take this on. SOUTHCOM is indeed a good spot to experiment with how we could do joint planning and integration with State, and I have some good ideas about how to approach it.
3. Newt has discussed it with me, and is willing to pitch in on the project as well.
4. Coincidentally, I am having a Command Offsite here in two weeks to look at reorganizing the command in general to be more responsive to 21st century new realities - this initiative would fit well with that effort.
5. I'm standing by to hear from CJCS and USD(P) on their reaction. Let me know if you want me to get underway.

SOUTHCOM

23 OCT 06

v/R 

SECDEF CALLS DISTRIBUTION				
SECDEF	SECDEF	SECDEF	SECDEF	SECDEF
USCIB	USCIB	USCIB	USCIB	USCIB
Gen Pace				

OSD 16356-06



10/23/2006 5:33:50 PM

11-L-0559/OSD/60264

OCT-18-2006 17:46

SECDEF CABLES

P.002

~~FOUO~~

October 18, 2006

TO: Eric Edelman

CC: Gen Pete Pace
GEN John Craddock (ADM Jim Stavridis)

FROM: Donald Rumsfeld *DR*

SUBJECT: Joint Planning with DoS at SOUTHCOM

I talked to Newt Gingrich last night. He said he thought Jim Stavridis, in his new assignment at SOUTHCOM, is the right person to try to develop a DoS/DoD relationship for CoCorns that could become a model. If he began with joint planning with State for SOUTHCOM on an integrated basis, we might be able to do better at connecting our two Departments.

Let me know what you think. I will talk to Stavridis when I am there today.

Thanks.

DNR:an
SP107896-01

.....
Please Respond By 11/16/06

~~FOUO~~

OSD 16356-06



10/18/2006 5:07:12 PM

11-L-0559/OSD/60265

TOTAL P.002

~~FOUO~~

OCT 18 2006

Affghanistan

TO: Stephen J. Hadley

CC: Eric Edelman

FROM: Donald Rumsfeld *DR*

SUBJECT Strmecki Brief

You should take the Strmecki brief, please.

Thanks.

DHR:dh
SF101706-19

~~FOUO~~

11-L-0559/OSD/60266

OSD 16357-06



10/18/2006 5:08:35 PM

18 Oct 06

10/24
1800

ACTION MEMO

DSD
USDP *lyh*

OCT 19 2006

FOR SECRETARY OF DEFENSE

FROM: Richard P. Lawless, Deputy Under Secretary of Defense for Asian & Pacific Security Affairs

OCT 18 2006

SUBJECT: Letter to Mongolia's Defense Minister on Mongolia's Iraq Rotation (U)

- This memo seeks your signature on a memo to the Mongolian Minister of Defense expressing appreciation for committing a seventh rotation of security forces to support Coalition operations in Iraq.
- On 29 September, Mongolia's Foreign Minister Enkhbold officially confirmed that Mongolia's NSC and Cabinet approved the seventh rotation of 100 Mongolian troops to Operation Iraqi Freedom, the same number as previously, to provide force protection at Camp Echo.
- Office of Coalition Affairs is developing a system to recognize Coalition contributions.

RECOMMENDATION SecDef sign correspondence at Tab A.

COORDINATION Tab B.

Attachments:

As stated

Prepared by COL John Anderson, APSA (EA), (b)(6)

Mongolia

1800706

300706

SD CA	<i>10/25</i>	DSD SA	
SD SMA	<i>10/25</i>	DSD SMA	
SD MA	<i>10/25</i>	DSD MA	
ASA	<i>10/25</i>	DSD CA	
STP DIR			
ES	<i>10/25</i>	<i>10/25</i>	<i>10/25</i>
ESR MA	<i>10/25</i>	ESD	



11-L-0559/OSD/60267

OSD 16382-06



10/19/2006 1 22:27 PM



**'THE' SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-1000**

OCT 25 2006

H.E. Mishig Sonompil
Minister of Defense
Ministry of National Defense
Mongolia, 210351 Ulaanbaatar

Dear Minister Sonompil:

I would like to take ~~this~~ opportunity to express my gratitude to the Government of Mongolia and the Mongolian Armed ~~Forces~~ for your continued commitment to Coalition operations in support of Operation ~~Iraqi~~ Freedom.

By deploying ~~its~~ seventh rotation of military forces to ~~Iraq~~, Mongolia ~~has~~ strongly reaffirmed its support for the reconstruction and democratic development of Iraq. Mongolia's continued support to Coalition efforts ~~remains~~ key to the achievement of ~~our~~ shared objectives.

We look forward to continuing opportunities to strengthen the U.S.-Mongolian defense relationship and to press forward with our combined efforts in support of Mongolian Defense Reform. Again, *thank you* for your support to the Coalition fighting the Global War on ~~Terror~~, and commitment to the stabilization and reconstruction of Iraq.

Sincerely,



11-L-0559/OSD/60268

OSD 16382-06



10/26/2006 4:28:13 PM

UNCLAS
ROUTINE

FROM: SECDEF WASHINGTON DC

TO: **AMEMBASSY ULAANBATAAR**

INFO:USDAO ULAANBATAAR
JOINT STAFF WASHINGTON DC//J5//
STATE DEPARTMENT//EAP//
HQ USCENTCOM MACDILL AFB FL
HQ USPACOM HONOLULU HI

UNCLASSIFIED

SUBJECT SECRETARY'S LETTER TO MONGOLIA'S NEW MOD

SECRETARY RUMSFELD SIGNED THE FOLLOWING LETTER TO
MINISTER SONOMPIL. REQUEST THAT THE AMEMBASSY FORWARD
LETTER AS SOON AS POSSIBLE. ORIGINAL SIGNED LETTER WILL
FOLLOW.

(BEGIN *TEXT*)

H.E. MISHIG SONOMPIL
MINISTER OF DEFENSE
MINISTRY OF NATIONAL DEFENSE
MONGOLIA, 210351 ULAANBAATAR

DEAR MINISTER SONOMPIL:

(PARA) I WOULD LIKE TO TAKE THIS OPPORTUNITY TO EXPRESS MY
GRATITUDE TO THE GOVERNMENT OF MONGOLIA **AND** THE
MONGOLIAN ARMED FORCES FOR YOUR CONTINUED COMMITMENT
TO COALITION OPERATIONS IN SUPPORT OF OPERATION IRAQI
FREEDOM.

(PARA) BY DEPLOYING ITS SEVENTH ROTATION OF MILITARY
FORCES TO IRAQ, MONGOLIA HAS STRONGLY REAFFIRMED **ITS**
SUPPORT FOR THE RECONSTRUCTION AND DEMOCRATIC
DEVELOPMENT OF IRAQ. MONGOLIA'S CONTINUED SUPPORT TO
COALITION EFFORTS REMAINS KEY TO THE ACHIEVEMENT OF OUR
SHARED OBJECTIVES.

11-L-0559/OSD/60269



OSD 16382-08

10/26/2006 4:30:32 PM

(PARA) WE LOOK FORWARD TO CONTINUING OPPORTUNITIES TO STRENGTHEN THE U.S.-MONGOLIAN DEFENSE RELATIONSHIP AND TO PRESS FORWARD **WITH OUR COMBINED** EFFORTS IN SUPPORT OF MONGOLIAN DEFENSE REFORM. AGAIN, THANK **YOU** FOR **YOUR** SUPPORT TO **THE** COALITION FIGHTING THE GLOBAL WAR ON **TERROR**, AND COMMITMENT TO THE STABILIZATION AND RECONSTRUCTION OF IRAQ.

SINCERELY,
DONALD RUMSFELD

(END TEXT)

UNCLASSIFIED

POLICY COORDINATION SHEET

Subject: Letter to Mongolia's Defense Minister on Mongolia's Iraq Rotation (U)

I-Number: SF-100306-15

Title/Organization	Name	Initials & Date
Acting DASD (EA)	John Hill	
JCS J5 Asia	Brig Gen Wilkes	17 October 2006
OSD Coalition Affairs	James Stahlman	18 October 2006
DoD General Counsel	PAUL KOFFSKY	OCT 24 2006

UNCLASSIFIED

11-L-0559/OSD/60271



~~FOUO~~

October 3, 2006

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: System to Send Letters

When a country like Mongolia approves an Iraqi troop rotation, I probably ought to write a letter to the President or the Minister of Defense telling them we noticed it, we appreciate it and so forth.

We ought to have a system so that happens fairly automatically.

Thanks.

DR:dr
100206-11 (prev. company) dr

.....
Please respond by October 19, 2006

OCT 25 2006

(b)(6)

10/25

SNOWFLAKE RESPONSE ATTACHED

*ESD
SD LETTER
ENCLOSED
M*

~~FOUO~~

OSD 16382-06



10/19/2006 1 22 31 PM

11 L 0550/OSD/60272

Mongolia

300706

dr

~~FOUO~~

AUG 28 2006

TO: Paul McHale
CC: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Memo from Fran Townsend

I just received the attached material from Fran Townsend. What is this all about?

Please see me on it and explain.

Thanks

Attach: 8/15/06 SecDef memo to Townsend; 8/17/06 Townsend memo to SecDef

DHR:ed
AF082506-14

.....
Please Respond By 09/08/06

OSD 16389-06



10/19/2006 1:58:06 PM

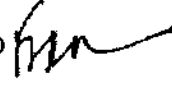
~~FOUO~~

11-1 0550/OSD/66372

THE WHITE HOUSE
WASHINGTON

August 3, 2006

MEMORANDUM FOR THE SECRETARY OF DEFENSE
THE SECRETARY OF HOMELAND SECURITY

FROM: FRANCES FRAGOS TOWNSEND 

SUBJECT: Role of the Department of Defense in Disaster Response

Thank you for your memoranda dated June 16 and June 30 respectively, which follow up on our discussions regarding the need to develop plans for the Department of Defense (DoD) to be prepared to play a significant role in responding to a natural or man-made disaster. I appreciate your ongoing dialogue to work through these issues, and concur with your mutual conclusion that we must develop a contingency plan for employing our military forces in response to a disaster, and that we must complete this plan soon — before the next disaster strikes.

As we approach the heart of hurricane season, ten months since Hurricane Katrina struck and five months since the Homeland Security Council's Lessons Learned report was released, it is important that the appropriate roles and responsibilities of DoD in response to disasters are clearly defined. Please provide me your positions on the following issues:

1. Legislative change regarding the lead role for domestic incident management. Hurricane Katrina Lessons Learned Recommendation 22 states that "DOD and DHS should develop recommendations for revision of the NRP to delineate the circumstances, objectives, and limitations of when DOD might temporarily assume the lead for the Federal response to a catastrophic incident." Attorneys from your departments, as well as the White House and the Department of Justice, have concluded that the very broad incident management responsibilities assigned to the Secretary of Homeland Security in section 502(3) of the Homeland Security Act of 2002 cannot be reassigned, even temporarily, to the head of another department or agency without new legislation. Alternatives that would define an enhanced role for the Secretary of Defense within the present statutory framework have been considered and found to be suboptimal. Would you favor a legislative change that would give the President the discretion to assign the section 502(3) responsibilities, on a temporary basis, to another official?
2. Policy guidance. Assuming that the Homeland Security Act is amended as described above, policy guidance will be required that describes the factors for consideration to inform a decision by the President to transfer the lead responsibility for domestic incident management and directs the development of a detailed plan for implementing such a decision, including a delineation of responsibilities under the NRP in the event of such a

11-L-0559/OSD/60274

transfer. I request your concurrence on the following factors for consideration: which have been developed jointly by our staffs:

- a. the availability and effectiveness of Federal, State, and local responders, private sector contractors, and non-profit volunteers;
 - b. the effectiveness of coordination among Federal departments and agencies and the State and local governments in the affected jurisdictions;
 - c. the existence of requests for Federal military or disaster relief assistance from the Governors of the affected States, and the status of the implementation of the NRP and emergency authorities; and
 - d. the need for the involvement of active duty U.S. military forces in the response to the incident, and the need for an integrated or coordinated command structure among the Federal military forces, State National Guard forces under the Adjutant(s) General, the Governor(s), and other Federal and State personnel and assets.
3. Detailed **plan** for a **significant DoD role**. The level of cooperation and coordination between your departments has been outstanding, and much good work has been accomplished in preparation for this hurricane season as well as implementing the recommendations from the Katrina Lessons Learned report. However, we must develop detailed plans for DoD to undertake a significant role in the Federal response to a catastrophic event, whether that role involves managing the response at the direction of the President (assuming a legislative change described above) or performing significant responsibilities at the request of the Secretary of Homeland Security exercising delegated Presidential authority (e.g., under the Stafford Act). Please provide me an update on your planning efforts in support of this objective.
4. New or amended legal authorities for the use of **Federal** military forces. Attorneys from your Departments as well as the White House and the Department of Justice convened a working group to determine whether any changes are needed to the relevant legal authorities governing the use of military forces for domestic disaster response. The consensus view was that no such changes are necessary. Please confer with your respective General Counsels, and let me know if you concur with that view.
5. Guidelines for the employment of military forces in civil support operations. In light of the multiple authorities and circumstances for the employment of military forces in domestic civil support operations, it has been suggested that we develop a "playbook" containing agreed-upon guidelines for the deployment of Federal military forces in disaster relief. It is my understanding that the legal working group has developed a draft document that discusses the relevant authorities. Please let me know your views on whether a "playbook" is desirable, and, if so, are you satisfied that current draft is complete.
6. **Military** employment agreements. We must determine the best means for us to reach an agreement with State officials on the use of Federal troops in coordination with National Guard in disaster response. While we should prepare for and maintain the option of establishing a dual status command structure for pre-planned events (e.g.

National Special Security Events). we must also be prepared to consider other memoranda of agreement to set forth responsibilities and command/control/coordination arrangements for catastrophic incidents as a means of ensuring that National Guard and active military forces achieve unity of effort. These agreements will serve as a foundation from which Federal forces and National Guard forces can develop joint plans, training, and exercises for significant domestic response operations. Please let me know your specific recommendations regarding the development of other possible coordination mechanisms, including other memoranda of agreement.


I have asked Kenneth Rapuano, the Deputy Assistant to the President for Homeland Security, to host a meeting with your Deputies tomorrow to resolve these issues or develop decision options.

Thank you for your attention to this matter and for your continued efforts to enhance our disaster response readiness.

THE WHITE HOUSE
WASHINGTON

August 17, 2006

MEMORANDUM FOR THE SECRETARY OF DEFENSE

FROM:  FRANCES FRAGOS TOWNSEND

SUBJECT: Playbook for Times of Disaster and the Role of the Department of Defense in Disaster Response

Per my memorandum to you and Secretary Chertoff of August 3, 2006 (copy attached), among other things I asked for your view on the desirability of a playbook. I am told that the memorandum was transmitted to OSD, but unfortunately it did not reach you. I agree that a playbook should be developed, and that process is already well underway.

Under the leadership of John Mitnick of the White House Counsel's office, a lawyers' working group composed of attorneys from DOD, DHS, DOJ, and the White House has been developing a compilation of the legal authorities relating to use of Federal military forces in disaster relief, which would provide the legal basis for an operationally-focused playbook. DoD's representative is Carl Wagner of Homeland Defense.

Based on input from the working group, DOJ's Office of Legal Counsel completed a draft of the authorities document on July 13 and circulated it to the group for comment. Mr. Wagner (DoD) promptly provided comments to the group on July 17, and DHS is still reviewing the document. Although the document has not been finalized, I agree with Secretary Chertoff that there is broad consensus among the attorneys on the authorities.

Last Thursday, after discussions with Mr. Mitnick, and in keeping with Secretary Chertoff's domestic incident management responsibilities, the DHS General Counsel's office undertook to draft a playbook drawing on and incorporating portions of the authorities document for legal backup. We expect to receive their draft shortly, which, once reviewed and cleared by the interagency working group, will be staffed at senior levels of the relevant departments and in the White House.

In a conversation with Admiral Giambastiani yesterday prior to the hurricane preparedness meeting with the President, it became clear to me that the Joint Chiefs were not aware of the draft authorities document. Immediately after the meeting I provided a copy to Admiral Giambastiani **and** also to Admiral Keating.

There **are** several other issues addressed in my August 3 memorandum, and there have been further discussions on some of them; e.g., Assistant Secretary McHale and Deputy Secretary Jackson met with Kenneth Rapuano on August 4 on the issue of the desirability of a legislative

11-L-0559/OSD/60277

OSD 13155-06



10/19/2006 1 50 33 PM

change regarding the lead role in domestic incident management. I would appreciate your thoughts on those other issues.

I look forward to continuing to work with you on disaster relief preparedness.

Attachments

Tab 1 – Memorandum for the Secretary of Defense and the Secretary of Homeland Security
("Role of the Department of Defense in Disaster Response")

Tab 2 – Memorandum for Fran Townsend ("Playbook for Times of Disaster")

Summary of the 15 National Planning Scenarios

Background: The Deputies Committee has approved the 15 National Planning Scenarios proposed by the Homeland Security Council (HSC) for use by the interagency community.

Scenarios:

1. Nuclear Detonation – 10KT improvised Nuclear Device
 - Casualties: Hundreds of thousands Displaced: 350K
2. Biological Attack – Aerosol Anthrax
 - Casualties: 13K Displaced: 35K
3. Biological Disease Outbreak – Pandemic Influenza
 - Casualties: 1-10 Million Displaced: N/A
4. Biological Attack – Plague
 - Casualties: 40K Displaced: N/A
5. Chemical Attack – Blister Agent
 - Casualties: 70K Displaced: 100K
6. Chemical Attack – Toxic Industrial Chemicals
 - Casualties: 1,350 Displaced: 10K
7. Chemical Attack – Nerve Agent
 - Casualties: 6K Displaced: N/A
8. Chemical Attack – Chlorine Tank Explosion
 - Casualties: 127K Displaced: 50K
9. Natural Disaster – Major Earthquake
 - Casualties: 19,400 Displaced: 250K
10. Natural Disaster – Major Hurricane
 - Casualties: 6K Displaced: 1 million
11. Radiological Attack – Radiological Dispersal Devices
 - Casualties: 20K Displaced: 10K
12. Explosives Attack – Bombing Using IEDs
 - Casualties: 550 Displaced: 5K
13. Biological Attack – Food Contamination
 - Casualties: 1,150 N/A
14. Biological Attack – Foot-and-Mouth Disease
 - Casualties: N/A Displaced N/A
15. Cyber Attack
 - Casualties: N/A Displaced N/A

~~FOUO~~

POLICY COORDINATION SHEET

Subject: Role of the Department of Defense in Disaster Response

Control Number: SF-082506-11

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
PDUSD(P)	Ryan Henry	OCT 16 2006

COULD BE WRITTEN
CLEARER AND MORE CONDISE.

~~FOUO~~

11-L-0559/OSD/60280



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

INFO MEMO

DepSecDef Action

USD(P)_____

OCT 19 2006

FOR SECRETARY OF DEFENSE

FROM: Paul McHale, Assistant Secretary of Defense (Homeland Defense) *PM*

OCT 12 2006

SUBJECT: Role of the Department of Defense in Disaster Response

- This memorandum provides an interim response to your note (next under) requesting an update regarding DoD's role in catastrophic response, as referenced in Fran Townsend's memorandums of August 3, 2006 (TAB A) and August 17, 2006 (TAB B).
- **Legal Authorities:** In mid-August, DOJ's Office of Legal Counsel completed a draft authorities document describing DoD's potential roles and responsibilities in responding to a catastrophic event, natural or man-made. A lawyer from my staff participated in the preparation of the draft. The Joint Staff is completely familiar with its content. It envisions a supporting role for DoD, with the role of Lead Federal Agency assigned by statute (Homeland Security Act of 2002) to DHS. The draft is still under formal review by DHS, though I am trying to move it through their bureaucracy with a sense of urgency.
- **Draft Playbook:** A Playbook for Times of Disaster and the Role of the Department of Defense in Disaster Response has also been prepared by an interagency working group. Unfortunately, it too is in draft form, subject to on going interagency coordination. The title "Playbook" is misleading, in that it really is limited to a discussion of legal authorities, not operational capabilities.
- **15 National Planning Scenarios:** Interagency progress is finally being made toward deliverable, integrated operational capabilities necessary to support a national response to catastrophic events. A DoD Strategic Guidance Statement is now near completion and, when published, will require our department to plan for the various DoD roles and missions in response to each of the 15 National Planning Scenarios (TAB C). I am pushing the HSC and DHS to require all relevant Federal departments and agencies to engage in similar planning. DHS has agreed to send 10 students to our next year-long Planners Course at the Joint Forces Staff College. The 15 National Planning Scenarios, if properly emphasized by DHS, can now become the driver of true jointness for interagency consequence management planning (e.g., Goldwater-Nichols for the interagency). Moreover, if tied to DHS grant money, these same 15 scenarios can be used to shape mutually supporting state and local plans, thereby achieving an integrated national response.
- I will keep you informed as these documents – and capabilities – move forward.

SF082506-11

OSD 16389-06



10/19/2006 1 56 05 PM

11-L-0559/OSD/60281

COORDINATION: NONE

Attachments:

As stated

Prepared by: CDR Zelvin, OASD(HD)/HLSI, (b)(6)

~~FOUO~~

October 10, 2006

TO: Robert Wilkie

CC: Eric Edelman

FROM: Donald Rumsfeld *DR*

SUBJECT: Letter from Congressman Chris Shays

I think someone ought to work with ~~Chris~~ Shays and point him to the intelligence community for assessments of this type and that the Department of State is handling the Iran problem, not DoD. He has been barraging us with letters on these subjects.

Thanks.

Attach: 10/2/06 Letter from Rep Shays to SecDef (OSD 15612-06)

DHR ss
SF100606-06

OSD 16415-06



10/19/2006 6 18 37 PM

.....
Please Respond By 10/19/06

11-L-0559/OSD/60283

=MU

CHARTERER STATE, CONNECTICUT
 DAN BURTON, INDIANA
 LISA M. BROWN, FLORIDA
 JOHN W. BROWN, NEW YORK
 JOHN C. BROWN, FLORIDA
 AL. CANTOR, MICHIGAN
 MARK E. CANTOR, MICHIGAN
 STEVEN D. CANTOR, MICHIGAN
 TERRY R. CANTOR, MICHIGAN
 CHRIS CANNON, UTAH
 JOHN J. CANNON, UTAH
 CAMERON M. CANNON, UTAH
 MICHAEL A. CANNON, UTAH
 DANIEL L. CANNON, UTAH
 JOHN D. CANNON, UTAH
 KERRY M. CANNON, UTAH
 LYNN A. CANNON, UTAH
 PATRICIA L. CANNON, UTAH
 CHARLES W. CANNON, UTAH
 VANCE A. CANNON, UTAH
 JOHN CANNON, UTAH
 BRIAN J. CANNON, UTAH

ONE HUNDRED NINTH CONGRESS

Congress of the United States

House of Representatives

COMMITTEE ON GOVERNMENT REFORM

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-6143

MALENTY: (202) 225-6000
 FEMALE: (202) 225-6000
 FAX: (202) 225-6000
 TTY: (202) 225-6000

SUBCOMMITTEE ON NATIONAL SECURITY, EMERGING THREATS,
AND INTERNATIONAL RELATIONS

Christopher R. Brown, Chairman

Room 5-072 Rayburn Building

Washington, D.C. 20515

Tel: (202) 225-6000

Fax: (202) 225-6000

E-mail: H4000@mail.house.gov

HENRY A. WAXMAN, CALIFORNIA

REPRESENTATIVE

TOM LARSEN, CALIFORNIA

REPRESENTATIVE

BARRY L. D'AMICO, NEW YORK

REPRESENTATIVE

PAUL E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE

JAMES E. D'AMICO, NEW YORK

REPRESENTATIVE



October 2, 2006

The Honorable Donald H. Rumsfeld

Secretary of Defense

The Pentagon

Washington, D.C. 20301-1155

Dear Mr. Secretary:

The House Government Reform Committee, Subcommittee on National Security, Emerging Threats, and International Relations with jurisdiction authority and oversight responsibility of matters affecting the "overall economy, efficiency and management of government operations and activities" (Rule X, clause 1(h) (6), Rules of the House of Representatives) recently held a hearing entitled *Weapons of Mass Destruction: Current Nuclear Proliferation Challenges*.

During the course of the hearing a discussion ensued concerning the extent nonproliferation sanctions affected the policies of rogue regimes. Specifically, Iran, also a Nuclear Nonproliferation Treaty (NPT) signatory, is suspected of pursuing nuclear weapons technology. Iran's attempts to acquire nuclear, chemical, and biological weapons and missiles to deliver them, along with its longtime support of terrorism, led President Bush in his January 29, 2002, State of the Union address to label Iran part of an "axis of evil," along with Iraq and North Korea. Taking advantage of both foreign

assistance and the dual-use nature of WMD- and missile-related technologies, Iran has received help from entities in Russia, China, and North Korea for its missile program, and from entities in Russia and Pakistan for its nuclear program.

Iran continues to test missiles and has moved ahead with its civilian nuclear program, which many observers believe supports a covert nuclear weapons program. In March 2002, a CIA official testified to Congress that the United States would "most likely" face an intercontinental ballistic missile threat from Iran by 2015 possibly flight-testing an ICBM by 2010 with Russian or North Korean help.

Iran's nuclear program has been the subject of intense scrutiny. Although most concerns before 2003 focused on Russian cooperation with Iran on completing the Bushehr power reactors, recent revelations have focused concerns on the scope of Iran's uranium centrifuge enrichment program, its laser enrichment program, plutonium separation activities, and heavy water production.

The IAEA Board of Governors has stopped short of declaring Iran in violation of the NPT, although the United States has pushed strongly for such a declaration. However, the IAEA has reported numerous failures by Iran to disclose facilities and activities.

In late 2003, Iran agreed to suspend certain aspects of its nuclear program in exchange for promises by the European Union to facilitate nuclear cooperation. Iran also signed an Additional Protocol to a nuclear safeguards agreement in December 2003. One year later, however, Iran has not yet taken the legislative steps to ratify the Additional Protocol, and there have been significant gaps in implementing the suspension of enrichment and reprocessing activities.

The Subcommittee requests a briefing on DOD's assessment of Iran's nuclear weapon capabilities and a timeframe when DOD Intelligence believes Iran will acquire nuclear weapons. The Subcommittee asks that the briefing take place the week of November 13, 2006.

If you have any questions, please contact Mr. Vincent Chase, Chief Investigator at 202-225-2548.

Sincerely,



Christopher Shays
Chairman

Natl. Security SMOCCOM.W

cc: Hon. Tom Davis
Hon. Henry Waxman
Hon. Dennis J. Kucinich
Hon. Kenny Marchant
Hon. Chris Van Hollen

~~FOUO~~

October 10, 2006

TO: Robert Wilkie

CC: Eric Edelman

FROM: Donald Rumsfeld *DA.*

SUBJECT Letter from Congressman Chris Shays

I think someone ought to work with Chris Shays and point him to the intelligence community for assessments of this type and that the Department of State is handling the Iran problem, not DoD. He has been barraging us with letters on these subjects.

Thanks.

Attach. 10/2/06 Letter from Rep Shays to SecDef (OSD 15612-06)

DHR:is
SF100606-06

OSD 16415-06



10/19/2006 6:18:37 PM

.....
Please Respond By 10/19/06

10/17/06

Sir,

I sent the attached letter to Rep. Chris Shays, referring him to ODNI. Additionally, I've written him and talked with him with regard to his multiple requests for meetings, briefings and data.

Robert L. Wilkie

~~FOUO~~

OSD 16415-06



10/19/2006 6:18:11 PM

11-L-0559/OSD/60287



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

October 6, 2006

The Honorable Christopher Shays
Chairman
Subcommittee on National Security,
Emerging Threats, and International Relations
Committee on Government Reform
U.S. House of Representatives
Room B372 Rayburn House Office Building
Washington, D.C. 20515-6149

Dear Mr. Chairman:

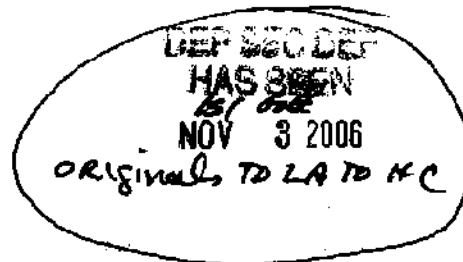
We have received your letter of October 2 requesting a briefing on DOD's assessment of Iran's nuclear weapon capabilities and a timeframe when DOD Intelligence believes Iran will acquire nuclear weapons. Since this request should be addressed by the Office of the Director of National Intelligence, we have forwarded your correspondence to that office for review and appropriate action.

Sincerely,

A handwritten signature in black ink, reading "Robert L. Wilkie", is positioned above the typed name.

Robert L. Wilkie
Acting Assistant Secretary of Defense
(Legislative Affairs)

11-L-0559/OSD/60288



SMA 11/1
TSA RE 1 NOV

Sir,

Attached is the Draft reply to Senator Warner and Senator Levin regarding the Interrogation Plan for al-Khatani.

383.6

- TAB A ~~Draft~~ Reply TO SENATOR WARNER AND SENATOR LEVIN
- TAB B Incoming Letter from Senators Levin and Warner
- TAB C SD Snowflake requesting to see our reply to the Senators
- TAB D Coords from: Mr. Rangel, Mr. Geren, CJCS, DJS, OGC, SecArmy, and General Inge.

The response was due October 31, 2006 (our suspense date).
Standing by for input.

v/r
Russ

3 Nov 06

19 Oct 06

11-L-0559/OSD/60289

OSD 16430-06



11/3/2006 4:11:48 PM

TAB A



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

November 3, 2006

The Honorable John ~~Warner~~
Chairman
Committee on ~~Armed~~ Services
United States ~~Senate~~
Washington, DC 20510-6050

Dear Senator Warner,

This letter is in response to your correspondence ~~to me~~ on **October 19** concerning the interrogation plan for al-Khatani. Because of questions raised surrounding the specific interrogation plan that was ultimately implemented, I ~~tasked~~ LTG Inge, USA, to conduct a thorough review of the matter. LTG Inge ~~has~~ recently completed ~~his~~ work.

The Department suggests that LTG Inge personally **address this** ~~matter~~ with the Committee. In **this** manner, **the** Department **can** be more responsive to your **inquiry**. Robert Wilkie, Assistant Secretary of Defense for Legislative Affairs, will contact your **office** to arrange the briefing/discussion.

cc:
The Honorable Carl Levin
Ranking Member

11-L-0559/OSD/60291

OSD 16430-08



11/3/2006 4:07:51 PM



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 201-1010

November 3, 2006

The Honorable Carl Levin
Committee on Armed Services
united states senate
Washington, DC 20510-6050

Dear Senator Levin,

This letter is in response to your correspondence to me on October 19 concerning the interrogation plan for al-Khatani. Because of questions raised surrounding the specific interrogation plan that was ultimately implemented, I **tasked** LTG Inge, USA, to conduct a thorough **review** of the matter. LTG Inge **has** recently completed his work.

The Department suggests that LTG Inge personally **address** this matter with the Committee. In this manner, the Department can be more responsive to **your** inquiry. Robert Wilkie, Assistant Secretary of Defense for Legislative Affairs, will contact **your office** to arrange the briefing/discussion.

cc:

The Honorable John ~~Warner~~
Chairman

OSD 16430-06



11/3/2006 4:07:50 PM

11-L-055  SD/60292

TAB

B

JOHN WARREN, VIRGINIA, CHAIRMAN
 JOHN MCCAIN, ARIZONA
 LAMARIE H. BROWN, OREGON
 PAUL ROBERTS, KANSAS
 ALF BROWN, ALABAMA
 GORDON H. COLEMAN, TEXAS
 JOHN HENRY WOODS
 JAMES M. TALBOT, MISSISSIPPI
 RANDY CROSBY, MISSISSIPPI
 LINDSEY O. GRAYSON, SOUTH CAROLINA
 CLARENCE DICK, SOUTH CAROLINA
 JOHN KERRY, MASSACHUSETTS
 JOHN DODD, SOUTH CAROLINA

CHUCK SCHUMER, NEW YORK
 ROBERT M. MENENDEZ, NEW JERSEY
 ROBERT C. BYRD, WEST VIRGINIA
 JOSEPH R. BIDEN, DELAWARE
 JOHN EDWARDS, NORTH CAROLINA
 JAMES E. HATCH, UTAH
 BILL NELSON, FLORIDA
 A. M. SCHIMMEL, MISSOURI
 RANDY BARNETT, MISSOURI
 JOHN SPENCER, MISSOURI
 HILLARY SCHIMMEL, CALIFORNIA

JOHN M. G. ANDERSON, SOUTH CAROLINA
 ROBERT A. BROWN, VIRGINIA, DEPUTY CHAIRMAN

United States Senate
 COMMITTEE ON ARMED SERVICES
 WASHINGTON, DC 20510-8050

(b)(6)
 10/14

October 19, 2006

Honorable Gordon R. England
 Deputy Secretary of Defense
 1010 Defense Pentagon
 Washington, D.C. 20301-1010

**Tasked to ASD for Legislative Affairs
 to prepare a reply for the
 Deputy Secretary.**

Dear Secretary England:

Senator Warner's letter to Secretary Francis J. Harvey dated July 24, 2006, enclosed a July 17, 2006 letter from Senator Levin on behalf of a bi-partisan group of Senators outlining steps to prepare for a Committee hearing with regard to Major General Geoffrey Miller's, USA, role in the alleged mistreatment of detainees. One of those steps was that the Department of Defense provide the Committee the previously-requested full interrogation plan for al-Khatani that was signed by Major General Geoffrey D. Miller.

In response to that request, the Committee received on October 3, 2006, a 4-page, unsigned interrogation plan for al-Khatani. This document is similar to the interrogation plan for al-Khatani included as an annex to the report of Generals Schmidt and Furlow on alleged detainee abuse at Guantanamo.

Please confirm in writing, whether the 4-page document represents the entire interrogation plan and explain any discrepancies with the Department of the Army Inspector General report.

We look forward to your assistance in providing the full interrogation plan to the Committee.

Sincerely,


 Carl Levin
 Ranking Member


 John Warner
 Chairman

cc: Honorable Francis J. Harvey

OSD 16430-08

 10/20/2006 8:38:12 AM

TAB C

~~FOUO~~

October 24, 2006

TO: Robert Wilkie
CC: Gordon England
FROM: Donald Rumsfeld *D.A.*
SUBJECT: Answer to Warner and Levin

Please let me see Gordon England's answer to the attached letter from Warner and Levin.

Thanks.

Attach. 10/19/06 Warner/Levin ltr to DSD re: Interrogation Plan (OSD 16430-06)

DHR:dk
SF102406.18

.....
Please Respond By 11/02/06

~~FOUO~~

11-L-0559/OSD/60296

TAB D

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant

26 October 2006 - 1942 Hours

MEMORANDUM **FOR:** MR. FRANCIS HARVEY / SEC ARMY
GENERAL PACE / CJCS
MR. **HAYNES**, GENERAL COUNSEL
MR. PETE GEREN, UNDER SEC / ARMY
MR. ROBERT RANGEL, TSA / SECDEF
LTG J. R. INGE, DEPUTY / USNORTHCOM

SUBJECT Reply to Senators Warner and Levin re Interrogation Plan for al-Khatani

Gentlemen:

The Deputy Secretary would like your input to the attached draft letter to Senator Warner and Senator Levin. Apologies for the very short suspense.

Please attach a copy of this memo to your reply. Thank you.

Very respectfully,



Russell L. Mack
Lieutenant Colonel, USAF
Military Assistant to the
Deputy Secretary of Defense

Attachment:
OSD 16430-06

Suspense: Tuesday, 31 October w006

OSD 16430-06



10/27/2006 9 06:27 AM

11-L-0559/OSD/60298

DRAFT

ORIGINAL

The Honorable John Warner
Chairman
Committee on Armed Service
United States Senate
Washington, DC 20510-6050

Dear Senator Warner,

Thank you for your October 19, 2006, letter concerning the interrogation plan for al-Khatani. The four-page document submitted to the Armed Service Committee on October 3, 2006, is the entire plan.

In an effort to clear up any misunderstanding with the length of the plan, the Department would like to offer you a brief by LTG Inge, USA, who recently conducted a thorough review of the plan and its development. He can directly address the four-page document and any discrepancies with the Department of the Army Inspector General report.

The Department is committed to ensuring the Committee knows the details of this issue and receives a satisfactory response.

cc:
The Honorable Carl Levin
Ranking Member



10/31
16/15

Sec Army Coord

SECRETARY OF THE ARMY
WASHINGTON

INFO MEMO

31-10-2006 P04:30

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: Francis J. Harvey *F. Harvey*

SUBJECT Reply to Senators Warner and Levin Reference Interrogation Plan
for al-Khatani

- Recommend your letter to Senators Warner and Levin be changed **as** indicated below based on a recommendation from my General Counsel:
 - Delete the second sentence of paragraph 1 of the draft. Replace the first sentence of the second paragraph with: "In an effort to address any questions regarding the scope and contents of the document, the Department would like to officer.. "
 - Strike "four-page" and "any discrepancies with" in the second sentence of the second paragraph.
 - Replace the last sentence of the letter with "The Department remains **committed** to ensuring that the Committee is fully informed of the subject interrogation plan."
- A briefing on this matter by Lieutenant General Joe Inge will help limit the complex explanation that would be required if our response were provided in written form.

COORDINATION NONE

Attachments:
As stated

Prepared by: LTC Douglas L. Flohr, (b)(6)

11-L-0559/OSD/60300

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant

26 October 2006 - 1942 Hours

MEMORANDUM FOR MR. FRANCIS HARVEY / SEC ARMY
GENERAL PACE / CJCS
MR. HAYNES, GENERAL COUNSEL
MR. PETE GEREN, UNDER SEC / ARMY
MR. ROBERT RANGEL, TSA / SECDEF
LTG J. R. INGE, DEPUTY / USNORTHCOM

SUBJECT: Reply to Senators Warner and Levin re Interrogation Plan for al-Khatani

Gentlemen:

The Deputy Secretary would like your input to the attached draft letter to Senator Warner and Senator Levin. Apologies for the very short suspense.

Please attach a copy of this memo to your reply. Thank you.

Very respectfully,



Russell L. Mack
Lieutenant Colonel, USAF
Military Assistant to the
Deputy Secretary of Defense

Attachment:
OSD 16430-06

Suspense: Tuesday, 31 Oct. 06

OSD 16430-06



10/27/2006 9:06 27 AM

11-L-0559/OSD/60301

383.6

26 Oct 06

19 Oct 06

DRAFT

The Honorable John Warner
Chairman
Committee on Armed Service
United States Senate
Washington, DC 20510-6050

Dear Senator Warner,

Thank you for your October **19,2006**, letter concerning the interrogation plan for al-Khatani. The four-page document submitted to the Armed Service Committee on October 3,2006, is the entire plan.

In an effort to clear up any misunderstanding with the length of the plan, the Department would like to offer you a brief by LTG Inge, **USA**, who recently conducted a thorough review of the plan and its development. He can directly address the four-page document and any discrepancies with the Department of the Army Inspector General report.

The Department is committed to ensuring the Committee knows the details of this issue and receives a satisfactory response.

cc:
The Honorable Carl Levin
Ranking Member

11-L-0559/OSD/60302

~~FOUO~~

October 24, 2006

TO: Robert Wilkie
CC: Gordon England
FROM: Donald Rumsfeld *DA*
SUBJECT ~~Answer~~ to Warner and Levin

Please let me see Gordon England's answer to the attached letter ~~from~~ Warner and Levin.

Thanks.

Attach. 10/19/06 Warner/Levin ltr to DSD re: Interrogation Plan (OSD16430-06)

DHR:dh
SF102406-18

.....
Please Respond By 11/02/06

~~FOUO~~

11-L-0559/OSD/60303

~~FOUO~~

TO: Robert Wilkie

OCT 25 2006

CC Gordon England

FROM Donald Rumsfeld 

SUBJECT: ~~Answer~~ to Warner and Levin

Please let me see Gordon England's ~~answer~~ to the attached letter from Warner and Levin.

Thanks,

Attach. 10/19/06 Warner/Levin ltr to DSD re: Interrogation Plan (OSD 16430-06)

DHR:dh
SP102406-18

.....
Please Respond By November 02, 2006

~~FOUO~~

JOHN WARNER, VIRGINIA, CHAIRMAN
 JON RANNEY, ARIZONA
 JAMES H. INHOE, OKLAHOMA
 PAT ROBERTS, KANSAS
 JEFF SESSIONS, ALABAMA
 SUSAN M. COLLINS, MAINE
 JOHN EHRHART, PENNSYLVANIA
 JAMES M. TALBERT, MISSISSIPPI
 BARRY CHAMBLISS, GEORGIA
 LINDSEY O. GRAHAM, SOUTH CAROLINA
 ELIZABETH S. VAHRENWALD, NORTH CAROLINA
 JOHN CORNYN, TEXAS
 JOHN FLAKE, SOUTH DAKOTA
 CARL LEVIN, MICHIGAN
 ROBERT D. CANTWELL, INDIANA
 ROBERT C. BYRD, WEST VIRGINIA
 JOSEPH I. LIEBOWITZ, CONNECTICUT
 JACK REED, RHODE ISLAND
 DANIEL K. AKAKA, HAWAII
 BILL NELSON, FLORIDA
 K. SE. RAMANATHAN, MISSISSIPPI
 BLAKE BARTON, MISSOURI
 EVAN BASS, ARIZONA
 CHARLES E. SCHUMER, NEW YORK
 CHARLES E. SCHUMER, NEW YORK
 RICHARD D. BLUMENTHAL, CONNECTICUT

United States Senate
 COMMITTEE ON ARMED SERVICES
 WASHINGTON, DC 20510-8060

(b)(6)
 10/24

October 19, 2006

Honorable Gordon R. England
 Deputy Secretary of Defense
 1010 Defense Pentagon
 Washington, D.C. 20301-1010

*Tasked to ASD for Legislative Affairs
 to prepare a reply for the
 Deputy Secretary.*

Dear Secretary England:

Senator Warner's letter to Secretary Francis J. Harvey dated July 24, 2006, enclosed a July 17, 2006 letter from Senator Levin on behalf of a bi-partisan group of Senators outlining steps to prepare for a Committee hearing with regard to Major General Geoffrey Miller's, USA, role in the alleged mistreatment of detainees. One of those steps was that the Department of Defense provide the Committee the previously-requested full interrogation plan for al-Khatani that was signed by Major General Geoffrey D. Miller.

In response to that request, the Committee received on October 3, 2006, a 4-page, unsigned interrogation plan for al-Khatani. This document is similar to the interrogation plan for al-Khatani included as an annex to the report of Generals Schmidt and Furlow on alleged detainee abuse at Guantanamo.

Please confirm in writing, whether the 4-page document represents the entire interrogation plan and explain any discrepancies with the Department of the Army Inspector General report.

We look forward to your assistance in providing the full interrogation plan to the Committee.

Sincerely,

Carl Levin
 Carl Levin
 Ranking Member

John Warner
 John Warner
 Chairman

cc: Honorable Francis J. Harvey

OSD 16430-06
 10/20/2006 1:38:32 PM

~~FOUO~~

October 24, 2006

TO: Robert Wilkie
CC: Gordon England
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Answer to Warner and Levin

Please let me see Gordon England's answer to the attached letter from Warner and Levin.

Thanks.

Attach. 10/19/06 Warner/Levin ltr to DSD re: Interrogation Plan (OSD 16430-06)

DHL:dh
SF102406-18

.....
Please Respond By 11/02/06

~~FOUO~~

11-L-0559/OSD/60306

16430-06

383.6

24 Oct 06

19 Oct 06

JOHN WARNER, VIRGINIA, CHAIRMAN

JOHN MCCAIN, ARIZONA
JAMES M. INHOFE, OKLAHOMA
PAT ROBERTS, KANSAS
JEFF SESSIONS, ALABAMA
SUSAN M. COLLINS, MAINE
JOHN ENSIGN, NEVADA
JAMES M. TALENT, MISSOURI
SAXBY CHAMBLISS, GEORGIA
LINDSEY O. GRAHAM, SOUTH CAROLINA
ELIZABETH DOLE, NORTH CAROLINA
JOHN CORNYN, TEXAS
JOHN THUNE, SOUTH DAKOTA

CARL LEVIN, MICHIGAN
EDWARD M. KENNEDY, MASSACHUSETTS
ROBERT C. BYRD, WEST VIRGINIA
JOSEPH I. LIEBERMAN, CONNECTICUT
JACK REED, RHODE ISLAND
DANIEL K. AKAKA, HAWAII
BILL NELSON, FLORIDA
E. BENJAMIN NELSON, NEBRASKA
MARK DAYTON, MINNESOTA
EVAN BAYH, INDIANA
HILARY RODHAM CLINTON, NEW YORK

CHARLES S. ABELL, STAFF DIRECTOR
RICHARD D. DEBORES, DEMOCRATIC STAFF DIRECTOR

United States Senate

COMMITTEE ON ARMED SERVICES

WASHINGTON, DC 20510-6050

October 19, 2006

Honorable Gordon R. England
Deputy Secretary of Defense
1010 Defense Pentagon
Washington, D.C. 20301-1010

Dear Secretary England:

Senator Warner's letter to Secretary Francis J. Harvey dated July 24, 2006, enclosed a July 17, 2006 letter from Senator Levin on behalf of a bi-partisan group of Senators outlining steps to prepare for a Committee hearing with regard to Major General Geoffrey Miller's, USA, role in the alleged mistreatment of detainees. One of those steps was that the Department of Defense provide the Committee the previously-requested full interrogation plan for al-Khatani that was signed by Major General Geoffrey D. Miller.

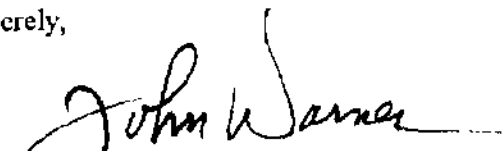
In response to that request, the Committee received on October 3, 2006, a 4-page, unsigned interrogation plan for al-Khatani. This document is similar to the interrogation plan for al-Khatani included as an annex to the report of Generals Schmidt and Furlow on alleged detainee abuse at Guantanamo.

Please confirm in writing, whether the 4-page document represents the entire interrogation plan and explain any discrepancies with the Department of the Army Inspector General report.

We look forward to your assistance in providing the full interrogation plan to the Committee.

Sincerely,


Carl Levin
Ranking Member


John Warner
Chairman

cc: Honorable Francis J. Harvey

11-L-0559/OSD/60307

OSD 16430-06



10/20/2006 8:39:32 AM



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

November 3, 2006

The Honorable John Warner
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Senator Warner,

This letter is in response to your correspondence to me on October 19 concerning the interrogation plan for al-Khatani. Because of questions raised surrounding the specific interrogation plan that was ultimately implemented, I **tasked** LTG Inge, USA, to conduct a thorough review of the matter. LTG Inge has recently completed his work.

The Department suggests that LTG Inge personally address this matter with the Committee. In **this** manner, the Department can be more responsive to your inquiry. Robert Wilkie, Assistant Secretary of Defense for Legislative Affairs, will contact your office to arrange the briefing/discussion.

cc:
The Honorable Carl Levin
Ranking Member

11-L-0553 OSD/60308



OSD 16430-06

11/3/2006 4:07:51 PM

383.6

3 06 06

19 Oct 06



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

November 3, 2006

The Honorable Carl Levin
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

~~Dear~~ Senator Levin,

This letter is in response to your correspondence to me on October 19 concerning the interrogation plan for al-Khatani. Because of questions raised surrounding the specific interrogation plan that was ultimately implemented, I tasked LTG Inge, USA, to conduct a thorough review of the matter. LTG Inge has recently completed his work.

The Department suggests that LTG Inge personally address this matter with the Committee. In this manner, the Department can be more responsive to your inquiry. Robert Wilkie, Assistant Secretary of Defense for Legislative Affairs, will contact your office to arrange the briefing/discussion.

cc:
The Honorable John Warner
Chairman

11-L-0557 SD/60309

OSD 16430-06



11/3/2006 4:07:50 PM

5947

THE WHITE HOUSE
WASHINGTON

October 20, 2006

MEMORANDUM FOR THE HONORABLE DONALD RUMSFELD
The Secretary of Defense

SUBJECT: Status of Afghan Road Network

I agree with General Eikenberry's comment that where the road ends the Taliban begins. We continue to place a high priority on creating a road network for Afghanistan that will promote commerce, create jobs, and improve governance and security through increased mobility. It has been just over two months since our last correspondence on this subject in August, and I want to provide you an update on our efforts to develop Afghanistan's road network.

Eighty percent, 1700 kilometers, of the 2200 kilometer Afghan Ring Road is now or will be completed by November 2006. The United States funded 715 kilometers, and other donors funded 985 kilometers. Progress on the remainder of the Ring Road is not yet assured. Construction on the 114 kilometer Japanese funded Kandahar to Geresk Ring Road segment has stalled. Spain and the Asian Development Bank are discussing funding and construction details for 267 kilometers of road in Faryab province. Another 122 kilometers of Ring Road in Badghis province is unfunded.

Japan's latest effort to restart construction on the Kandahar to Geresk segment just stalled again. I called Japanese Prime Minister's Chief Cabinet Secretary Shiozaki on October 12, to urge Japan to complete the road using the mobilized USAID contractor now active on the adjacent the Saudi Arabian funded segment. Secretary Rice will follow up during her visit to Tokyo.

Spain has begun work on its 57 kilometer segment but has not finalized all the construction details. The Asian Development Bank (ADB) is seeking bids for its 210 kilometer Faryab Province segment. The Department of State is seeking donors for the 122 kilometer Baghdis Province segment.

Six large feeder roads linking the Ring Road to Afghanistan's neighbors are planned. Four feeder roads are finished: two roads to Pakistan -- from Kandahar via Spin Boldak and from Jalalabad via Torkham; a road to Iran from Herat via

OSD 16447-06



10/20/2006 9:48:40 AM

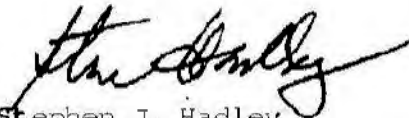
11-L-0559/OSD/60310

2

Eslam Qah-eh; and a road to Tajikistan from Pul-e Khumri via Konduz. India expects to complete construction on the feeder road to Iran from Delaram via Zaranj in March 2009. The feeder road planned to Turkmenistan is unfunded.

The bulk of the proposed east to west road through the mountains which dominate the center of Afghanistan remains unfunded. Construction along the route would be costly. We believe the Embassy decision to place priority on secondary roads linking provincial capitals to the Ring Road and district capitals to province centers is correct. The Embassy has identified a need for an additional \$565 million in Fiscal Years 07 and 08 for secondary roads.

USAID has spent \$1.03 billion on road projects in Afghanistan. Other key donors include the European Union (\$100 million), Pakistan (\$40 million), and India (\$35 million). The World Bank and Asian Development Bank are providing \$360 million in concessional lending for roads. We are working to finalize our Strategic, review and anticipate seeking more money from Congress for roads.

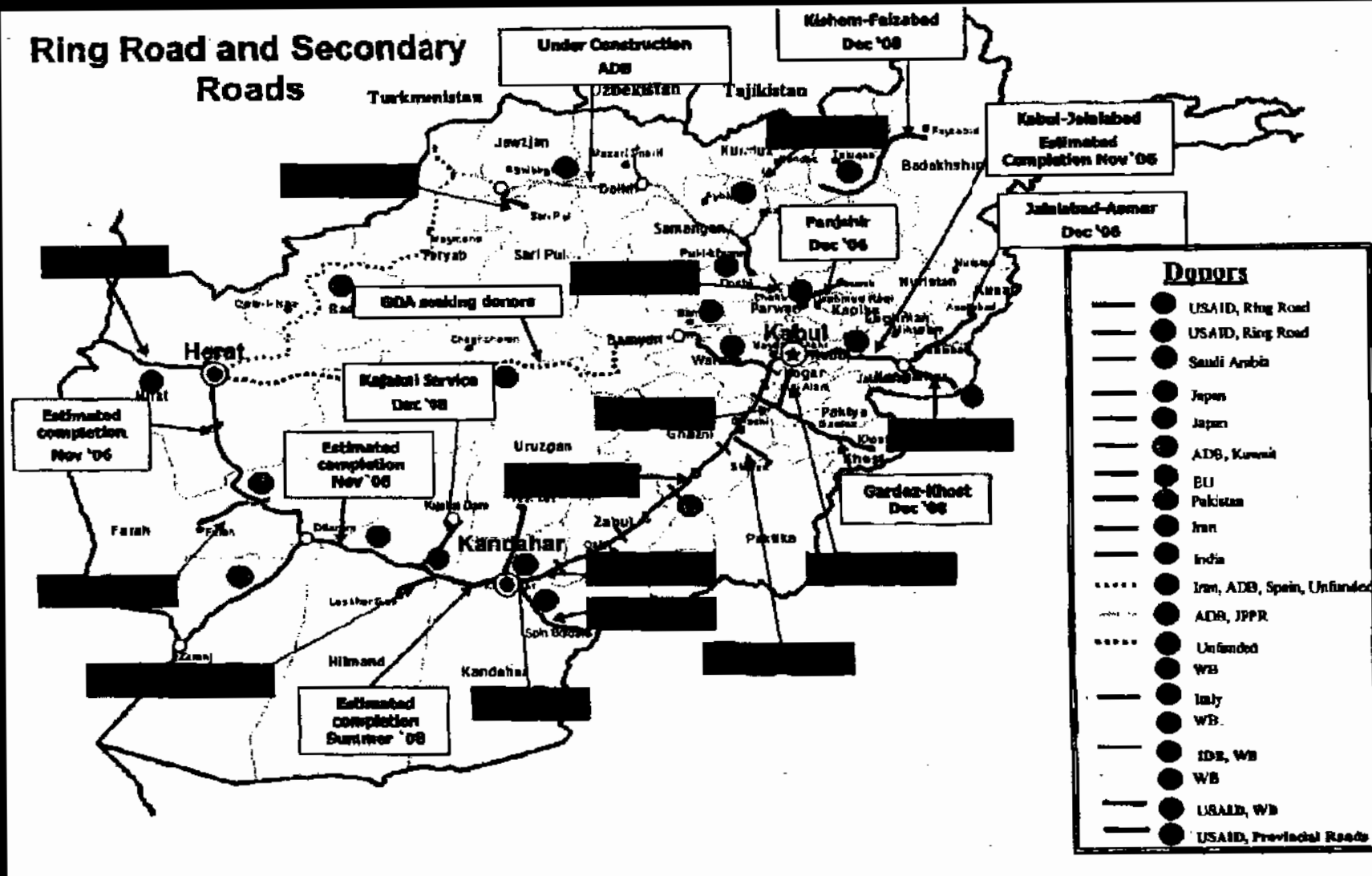

Stephen J. Hadley
Assistant to the President
for National Security Affairs

Attachment
Tab I Ring Road Status Map

11-L-0559/OSD/60311



USAID | AFGHANISTAN
FROM THE AMERICAN PEOPLE



11-L-0559/OSD/60312

FOUO

October 20, 2006

Afghanistan

TO: Stephen J. Hadley

CC: Eric Edelman

FROM: Donald Rumsfeld

SUBJECT: Status of Road Network in Afghanistan

Thanks for the status report on efforts to accelerate the road network construction in Afghanistan. It is arguably the most important element in President Karzai's program to extend governance to the provinces and to strengthen the economy. I am heartened that we are making some progress on the last segments and grateful for your work to encourage donors.

When I visited Zabol Province during my last trip, the governor told me how much he appreciated the work of our military engineers in building a "feeder road" that enabled farmers and merchants to access the Ring Road from their villages. This critical link connected farmers and small businesses to the markets they need to improve their lives. More work must be done on these smaller roads.

I hope we will also keep pressure on NATO to include these smaller projects in the support that member nations provide to their ISAF forces in Afghanistan. For a small investment, we have seen great payback for the provincial governments and demonstrated to the Afghan people Karzai's promise of a better tomorrow.

I appreciate your continued support on these very important projects.

Attach. 10/20/06 Hadley memo to SD, "Status of Afghan Road Network"

DHR:dh
SF102006-13

20 Oct 06

20 Oct 06

FOUO

11-L-0559/OSD/60313

OSD 16447-06



10/23/2006 9:29:10 AM

~~FOUO~~

October 29, 2006

TO: Ambassador Ryan Crocker

c c : Gen Pete Pace
Eric Edelman

FROM: Donald Rumsfeld *DR*

SUBJECT: Your Cable

Ryan,

Thanks so much for your cable about the CH-47 Chinook helicopters returning to Pakistan to mark the first anniversary of the October 8, 2005 earthquake. It was most thoughtful of you to do that.

Warm regards,

DHR:dh
SF102006-03

Pakistan

20 OCT 06

~~FOUO~~

11-L-0559/OSD/60314

OSD 16504-06



1012312006 2 42 23 PM

UNCLAS

PRIORITY
SecDef ☒ DepSecDef ☒ Spc Asst ☒ ExecSec ☒ USDP ☒ OSDI ☒
ESD ☒ CCD ☒ DRSO ☒ DIA ☒ POLAD ☒ Cbl Ch ☒ File ☒

PAGE 1 OF 2
USER: swilliam

TOR: 190359Z Oct 06

Prec: P
DTG: 190339Z Oct 06

From: AMEMBASSY ISLAMABAD
Subj: PERSONAL FROM AMBASSADOR CROCKER - THANK YOU FOR YOUR

PAAUZYUW RUEHILA0567 2920339-UUUU--RUEKQRE.

ZRR UUUUU ZRR

P 190339Z OCT 06

FM AMEMBASSY ISLAMABAD

TO RHMFISS/HQ USCENCOM MACDILL AFB FL

RUEPKRC/CDR CPC-A KABEL AF

RUEPGAC/CJTF-76 BAGRAM AB AF

RUEKJCS/SECDEF WASHDC

RUEHBUL/AMEMBASSY KABUL

INFO RUEHC/SECSTATE WASHDC

RHEHNSC/NSC WASHDC

BT

UNCLAS ISLAMABAD 020567

E.O. 12958: N/A

TAGS: PREL, KPAO, AF, PK

SUBJECT: PERSONAL FROM AMBASSADOR CROCKER - THANK YOU FOR YOUR
SUPPORT

PERSONAL FOR GEN ABIZAID, LTG EIKENBERRY, AND MG FREAXLEY
AMBASSADOR CROCKER IS PRESENTLY IN THE U.S. HE DID NOT WANT TO WAIT
UNTIL HIS RETURN TO ISLAMABAD, HOWEVER, TO EXPRESS THE SINCERE
GRATITUDE OF MISSION PAKISTAN TO YOU, YOUR COMMANDS, AND THE
PERSONNEL AND CREWS OF THE THREE CH-47 CHINOOK HELICOPTERS FROM CJTF
76 FOR RETURNING TO PAKISTAN OCTOBER 3-11 TO MARK THE FIRST
ANNIVERSARY OF THE OCTOBER 8 EARTHQUAKE. NO GESTURE FROM THE U.S.G.
COULD HAVE BEEN MORE SIGNIFICANT TO PAKISTANIS THAN THE PRESENCE OF
THESE AIRCRAFT AND THEIR CREWS. THE MISSIONS THEY FLEW DURING THOSE
NINE DAYS WERE A STRONG REMINDER TO PAKISTANIS THAT WE WERE FIRST ON
THE GROUND TO HELP WITH EARTHQUAKE RELIEF. BY FLYING RECONSTRUCTION
MATERIALS TO THE MOST REMOTE AREAS OF THE EARTHQUAKE ZONE, THE
MISSION ALSO SHOWED PAKISTANIS THAT WE ARE STILL THERE FOR THEM -
AND THAT WE ARE SOLID ALLIES.

THE CHINOOKS WERE A TREMENDOUS SYMBOL OF OUR CONTINUING COMMITMENT
TO PAKISTAN. BUT NOTHING CAPTURED THE HUMAN FACE OF AMERICA BETTER
THAN THE PILOTS OF THE THREE CHINOOKS. MISSION COMMANDER,
LIEUTENANT COLONEL WALTER BRADLEY, EPITOMIZED THE EVER READY BUT
ALWAYS CARING FACE OF COMMAND. WARRANT OFFICER BART MCPHAK MADE
MAJOR EFFORTS TO REACH OUT TO PAKISTANI MILITARY COLLEAGUES AND
MEDIA IN URDU. AND EVERYWHERE SHE WENT IN THE EARTHQUAKE ZONE,
LIEUTENANT BETTY PINA HAD AN INSTANT RAPPORT WITH PAKISTANI GIRLS
WHO WERE HUNGERING FOR A MODERN ROLE MODEL.

WHEN MISSION PAKISTAN ASKED FOR THE CHINOOKS TO RETURN, THE GOAL WAS
TO BOOST MORALE IN THE EARTHQUAKE ZONE AND TO GIVE A BOOST TO THE
U.S. IMAGE AS WELL. THE SUCCESS OF THE CHINOOKS AND THEIR CREWS IN
MEETING THOSE GOALS WAS MORE THAN ANYONE COULD HAVE ASKED. THEIR
IMPACT WAS BEST DEMONSTRATED WHEN AMBASSADOR CROCKER DESCRIBED U.S.
RELIEF AND RECONSTRUCTION EFFORTS TO AN AUDIENCE HALL FULL OF
PASHTUN MEN. THE IMMEDIATE RESPONSE BY THIS ASSEMBLED GROUP OF 800
PASHTUNS WAS A LONG AND STRONG CHEER OF 'LONG LIVE AMERICA.' THAT
KIND OF RESPONSE SIMPLY COULD NOT HAVE HAPPENED WITHOUT THE PRESENCE
OF THE CHINOOKS AND THEIR CREWS. AND THEY WOULD NOT HAVE BEEN IN
PAKISTAN WITHOUT YOUR SUPPORT.

UNCLAS

11-L-0559/OSD/60315

A-15
2af 3

UNCLAS

PAGE 2 OF 2
USER: swilliam

TOH: 190359Z Oct 06

AS ALWAYS YOU, AND THE MEN AND WOMEN UNDER YOUR COMMAND, HAVE THE
MISSION'S DEEPEST RESPECT. AND IN COMPLETING "OPERATION PROMISE
KEEPING," YOU HAVE THE SINCEREST THANKS OF ALL OF US SERVING IN
PAKISTAN. BODDE

BT
#0567

NNNN

from C I 190359Z OCT 06
to: 190359Z OCT 06

1 2 3 4 5 6 7 8 9 10

UNCLAS
11-L-0559/OSD/60316

A-15
3 of 3

0/23 ✓
1730

FOUO
Action
~~INFO~~ MEMO

DepSecDef Action _____

334

122 → FOR SECRETARY OF DEFENSE

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

ME
OCT 20 2006

SUBJECT Karen Elliot-House and the DPB

- You asked what I thought about ~~Karen~~ Elliot-House as a possible member of the Defense Policy Board (DPB) (note next under).
- We have verified that Ms. Elliot-House retired from the *Wall Street Journal* in February and is no longer in journalism. She is currently serving on the ~~Board~~ of Trustees of RAND. Her bio is attached at Tab A.
- I think well of ~~Ms.~~ Elliot-House and believe she would make a good ~~addition~~ to the DPB.

WRITE HER TO JOIN ✓ OCT 24 2006

DISCUSS FURTHER _____

20 Oct 06

16 Oct 06

SD CA	DA 10/24	DSD SA	
SD SMA		DSD SMA	
SD MA	205 10/24	DSD MA	
TSA	202 10/23	DSD CA	
STF DIR			
ES	11/14/23	11/19/24	2730
ESR MA	RPA 10/23	ESD	



* S F - 1 0 1 6 0 6 - 0 8 *

FOUO

11-L-0559/OSD/60317



OSD 16519-06

10/23/2006 10:47:38 AM

- **Council on Foreign Relations**

-
- **Karen Elliott House**

Ms. House is former senior vice president of Dow Jones & Company and publisher of the *Wall Street Journal*. Most of her 32-year career at the *Journal* as a reporter, editor and executive focused on international affairs. She served as diplomatic correspondent, foreign editor and President of Dow Jones' international operations prior to becoming publisher in July 2002. Following joining the *Journal* in 1974, she won numerous awards, including the Pulitzer Prize in international reporting (1984) and the Overseas Press Club's Bob Considine Award for best daily newspaper interpretation of foreign affairs (1984 and 1988). Ms. House is a trustee of RAND and also served on the Council's Board of Directors from 1987 to 1998.

~~FOUO~~

101606-08

October 16, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld *DR*

SUBJECT Karen Elliot-House and the DPB



What do you think about Karen Elliot-House on the Defense Policy Board?

Thanks.

DHR:eg
SF101606-08

Please Respond By 11/02/06

OCT 24 2006

(b)(6)
10/24

SNOWFLAKE RESPONSE ATTACHED

ESD,

Copy provided to USD(e)

For File

VR
LTG/News

OSD 16519-06



10/25/2006 2:21:16 PM

~~FOUO~~

11-L-0559/OSD/60319

FOUO

101606-08

334

October 16, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld

PA.

SUBJECT Karen Elliot-House and the DPB

What do you think about Karen Elliot-House on the Defense Policy Board?

Thanks.

DHR:m
SF101606-08

.....
Please Respond By 11/02/06

160006

FOUO

11-L-0559/OSD/60320

OSD 16519-06



10/23/2006 10:47:29 AM

~~FOUO~~

INFO MEMO

DepSecDef Action

FOR SECRETARY OF DEFENSE

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

ME
OCT 20 2006

SUBJECT: Karen Elliot-House and the DPB

- You asked what I thought about Karen Elliot-House as a possible member of the Defense Policy Board (DPB) (note next under).
- We have verified that Ms. Elliot-House retired from the *Wall Street Journal* in February and is no longer in journalism. She is currently serving on the Board of Trustees of RAND. Her bio is attached at Tab A.
- I think well of Ms. Elliot-House and believe she would make a good addition to the DPB.

334

20 Oct 06

16 Oct 06

~~FOUO~~



* S F - 1 0 1 6 0 6 - 0 8 *

11-L-0559/OSD/60321

OSD 16519-06



10/23/2006 10:47:46 AM

- **Council on Foreign Relations**

-
-

- **Karen Elliott House**

Ms. House is former senior vice president of Dow Jones & Company and publisher of the *Wall Street Journal*. Most of her 32-year career at the *Journal* as a reporter, editor and executive focused on international affairs. She served as diplomatic correspondent, foreign editor and President of Dow Jones' international operations prior to becoming publisher in July 2002. Following joining the *Journal* in 1974, she won numerous awards, including the Pulitzer Prize in international reporting (1984) and the Overseas Press Club's Bob Considine Award for best daily newspaper interpretation of foreign affairs (1984 and 1988). **Ms.** House is a trustee of RAND and also served on the *Council's Board* of Directors from 1987 to 1998.

~~FOUO~~

October 23, 2006

322

TO: ADM Staser Holcomb (Ret)

FROM: Donald Rumsfeld



SUBJECT Current Status

Please give me a list of the combatant commanders, the date they started, and the current status as to how long they think they are staying in their positions.

Thanks.

DHR:dh
SP102306-14

Please Respond By November 02, 2006

23004206

~~FOUO~~

11-L-0559/OSD/60323

OSD 16816-06



10/24/2006 9:08:11 AM

~~FOUO~~

October 24, 2006

TO: Ambassador Zalmay Khalilzad
GEN George Casey

C C Gen Pete Pace
GEN John Abizaid

FROM: Donald Rumsfeld *DR*

SUBJECT: Briefing

Zal and George-

Your press briefing this morning was excellent. Good for you!

DHR:db
SF102406-11

bag

240406

~~FOUO~~
11-L-0559/OSD/60324

OSD 16851-06

10/24/2006 5:26:28 PM

~~FOUO~~

OCT 24 2006

Afghanistan

TO: President George W. Bush
C C ~~Vice~~ President Richard B. Cheney
Stephen J. Hadley
FROM Donald Rumsfeld *DA*
SUBJECT Percy Barnevik's Efforts in Afghanistan

Mr. President,

You may recall Dr. Percy Barnevik is the friend of mine I brought in to meet you who has been working in Afghanistan with micro-loans. Attached is a letter Percy Barnevik sent to President Karzai.

Percy is a hard charger, and I think he is making good progress.

Respectfully,

Attach. 10/23/06 Barnevik ltr to Karzai

DHR:dk
SP102306-48

~~FOUO~~

11-L-0559/OSD/60325

OSD 16652-06



10/24/2006 5:32:14 PM

2406406

PERCY BARNEVIK, Dr h c

ADVISER

23rd October 2006

H.E. The President of Afghanistan
Mr Hamid Karzai

Dear Mr President,

Thanks for making yourself available at such a short notice. I will certainly make sure I contact your office earlier next time.

I updated you briefly on Hand in Hand in Tamil Nadu. Our "Village Lifting Program" there deals with

- Self Help Groups (SHG) for enterprise- and job creation
- Bonded working children to school
- Medical Camps
- Citizens' Centres, libraries, IT-kiosks etc.
- Environmental programs (watershed management and waste collection and recycling)

The first program, the SHGs, is now covering 10 districts with about 20 Mill people. 130,000 women are organized in SHGs and 22,000 new enterprises are now up and running. The speed is accelerating and we are well underway to our target in Tamil Nadu of 1.5 million new jobs. Presently 35,000 women are trained and ready to start enterprises and we have got good funding from governmental- and private banks but also from the World Bank division, IFC. The rate of starting new companies is now 3-4,000/month. These are family companies but also some 70 medium sized companies up and running. We are proud the President of India recently awarded a bakery the price as the best SHG enterprise in India. The repayment rate among the new enterprises is 99.7%. It should be noted that the women that make these achievements are 85% illiterate, live below \$1/day and belong mainly to the groups Most Backward Caste, Scheduled Caste and Scheduled Tribe. I believe the main reason for the success is our extensive training – not only in building of social capital and bank matters, but in entrepreneurship. We have some 300 of our 2,700 people (employees and volunteers) for business coaching of the new entrepreneurs.

A special program for adult literacy includes 30,000 women per year who go through our 90 day crash course to learn to read, write and do simple calculations.

Our experience in South Africa so far illustrates that the success story from Tamil Nadu can be transplanted. A few dozen Indians train the trainers in South Africa and South Africans also come to Tamil Nadu to be trained. We select some 2,000 aid workers from 200 NGOs in South Africa. Documentation (in Tamil and English) on different businesses is translated to local dialects in South Africa. Indian bankers train South African bankers in how to set up micro credit systems to cover the country etc.

OFFICE: 10 HILL STREET LONDON W1J 5NQ

TEL: +44 (0) 20 7514 5000 FAX: +44 (0) 20 7514 5099 EMAIL: e.marriott@btconnect.com

11-L-0559/OSD/60326

The South African experience is important because something similar should be done in Afghanistan. I had a good discussion with the Afghan Minister of Finance. He was interested in the macro economic impact in South Africa. I explained to him that the expected government investment was \$200 Mill (\$125 Mill training and \$75 Mill subsidized loans). The expected loans from commercial banks to the enterprises are about \$1 billion (this is not money from the government). Finally the expected effect on National Income is about \$3 billion per year after 5 years. The tremendous return comes from unemployed people who get into productive work.

I was encouraged by your knowledge of and personal interest in the Job Creation Program in rural Afghanistan. You asked me, kindly, in what ways you could support the program and I said the following:

- Donors

I have had positive and constructive discussions with the following institutions:

- o USAID
- o The World Bank
- o Asian Development Bank
- o Indian government (via Ambassador)

We have some other smaller potential donors, but I mention only these major 4. We very much appreciate if you can stress the importance of livelihood and of funding for job creation programs in the rural areas.

- Cooperation with ministries

You mentioned that it could be useful if I next time gave a progress report together with the concerned ministries. The concerned ministries are: MRRD, Agriculture, Education, Commerce and Industry, and Finance. Your support for full cooperation with these ministries is appreciated.

- Project leadership and follow up

Afghan "ownership" and leadership is crucial. As you and I discussed, it should be a highly respected, executive and impatient person, who can work across the ministry boundaries. I mentioned that my favourite candidate would be Haneef Atmar since this project will be so important and irreversibly will change the rural and impoverished countryside. However, I understand the difficulties to pull him out of Education, which also is a very big job. I mentioned also Asif Rahimi with his background in the Solidarity Program. You mentioned also a name.

There should also be a team formed from the concerned ministries who together with the project leader and the Hand in Hand representative could give you a regular progress report - e.g. quarterly. You did not like the words Commission or Committee but maybe Executive Team would be more suitable. In any case, your personal involvement is very important for this cross-ministerial project.

- Adult literacy and vocational training

These two training efforts are important and necessary components in the total Job Creation Program. Adult literacy is in the Education Ministry and vocational training in the Labour and Social Affairs Ministry. As I mentioned to you, it would be a clear advantage if both could be consolidated in the Education Ministry.

In the next month we will deliver a phased development of the Income Generation Program. The first phase will not be so big, maybe 1,000 villages, and then the program expands as we gain experience on Afghan soil. However, the first phase is not a pilot case or a trial. It is the beginning of a major program that shall deliver 2 Mill rural jobs in a 5-year period. It will not be allowed to fail because there is no other major alternative to economic growth, peace and security in the rural areas.

Again, I appreciate your personal involvement and support of this important program. I will keep you updated in the next few months through the communication channel via the Special Secretary to the President that you opened.

Yours Sincerely

Percy Barnevik for the trust Hand in Hand

Communication details:

Christer Persson
Country Manager of Hand in Hand in Kabul
Phone: +93(0)79-8140458
E-mail: christer.persson@hihseed.org

Percy Barnevik, London
Phone: +44-2075145091
E-mail: p.marriott@btconnect.com

~~FOUO~~

October 10, 2006

000.7 SA

TO: Dorrance Smith

FROM: Donald Rumsfeld

P.A.

SUBJECT: *Summary of* Press

Please give me a *summary* of *the* following by year:

- Press brieings
- Stakeouts
- Press events overseas
- Off the record interviews (including while airborne)

Thanks.

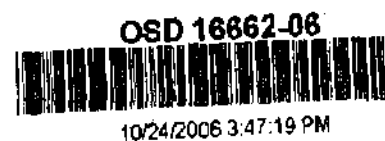
DHR:dh
SF101006-40

.....
Please Respond By 10/19/06

10 Oct 06

~~FOUO~~

11-L-0559/OSD/60329



10/24/2006

TO: Secretary Rumsfeld

FROM: Dorrance Smith

DS

SUBJECT: Media Evens Conducted

Ref: Snowflake 101006-40

Sir,

You asked for a summary of media events you have conducted in the categories listed below; here is the data we have on record:

EVENT	2001	2002	2003	2004	2005	2006	Total
Press Briefings	39	56	41	12	27	25	200
Stakeouts	7	13	30	11	22	17	100
Overseas Press Events	35	27	48	41	34	33	218
Off the Record Interviews	*	*	*	*	4	6	10

* - no data available

This is a partial list. For instance you have done 44 radio talk show interviews this year, 6 media lunches, and 8 town hall meetings. We will continue to update these numbers.

11-L-0559/OSD/60330



OSD 16662-06

10/24/2006 3:47:09 PM

000.7 SD

24 Oct 06

10 Oct 06

~~FOUO~~

October 10, 2006

TO: Dorrance Smith

FROM: Donald Rumsfeld

D.A.

SUBJECT: *Summary* of Press

Please give me a *summary* of the following by year:

- Press briefings
- Stakeouts
- Press events overseas
- ~~OFF~~ the record interviews (including while airborne)

Thanks.

DHR dh
SF101006-40

.....
Please Respond By 10/19/06

~~FOUO~~

11-L-0559/OSD/60331

OSD 16662-06



10/24/2006 3:47:19 PM

~~FOUO~~

October 23, 2006

000.7

TO: Dorrance Smith

FROM: Donald Rumsfeld

D.R.

SUBJECT: Sniper Footage

I would like to see the clip of the sniper aired on CNN referenced in the attached article.

Thanks.

Attach Perry, Tony. "Lawmaker Outraged by Sniper Footage on CNN," *Los Angeles Times*, October 21, 2006.

DHR dh
SF102306-22

.....
Please Respond By 11/02/06

23 Oct 06

~~FOUO~~

11-L-0559/OSD/60332

OSD 16863-06



10/24/2006 3:50:07 PM

10/24/2006

0.7

TO: Secretary Rumsfeld

FROM: Dorrance Smith *DS*

SUBJECT: Sniper Footage

Ref: Snowflake 102306-22

Sir,

As requested, I provided you a copy of the sniper footage shown on CNN on Tuesday, October 24.

24 Oct 06

23 Oct 06

OSD 16663-06



10/24/2006 3:50:13 PM

11-L-0559/OSD/60333

~~FOUO~~

October 23, 2006

TO: Dorrance Smith

FROM: Donald Rumsfeld

D.R.

SUBJECT: Sniper Footage

I would like to see the clip of the sniper aired on CNN referenced in the attached article.

Thanks.

Attach Perry, Tony. "Lawmaker Outraged by Sniper Footage on CNN," *Los Angeles Times*, October 21, 2006.

DHR:dh
SF102306-22

.....
Please Respond By 11/02/06

~~FOUO~~

11-L-0559/OSD/60334

OSD 16663-08



10/24/2006 3:50:07 PM

~~FOUO~~

October 18, 2006

TO: Matt Latimer
CC: Dorrance Smith
FROM: Donald Rumsfeld *DA.*
SUBJECT: Material from JCOC Meeting

Please see if you can get a transcript of what I said to the JCOC group yesterday, if it was taped. Several people have said it was really good. We might want to use some of it.

Let me see a transcript.

Thanks.

DHR:dh
SF101806-08

.....
Please Respond By 10/26/06

337 JCOC

18 Oct 06

~~FOUO~~

11-L-0559/OSD/60335

OSD 16865-06



10/24/2006 3:52:32 PM

10/19/2006

TO: Secretary Rumsfeld
FROM: Dorrance Smith *DS*
SUBJECT: Material from JCOC Meeting
Ref: Snowflake 101806-08

Sir,

We are unable to meet ~~this~~ requirement. As the event was considered "off the record," the only recording made was by the Armed Forces ~~Press~~ Service with a hand-held recorder. During the playback of the file it was found to be inaudible. In the future, we will ensure to record these events with redundant systems.

337500C

19 Oct 06

18 Oct 06

OSD 18665-08



11-L-0559/OSD/60336

10/24/2006 3:52:38 PM

~~FOUO~~

October 18, 2006

TO: Matt Latimer

CC: Dorrance Smith

FROM: Donald Rumsfeld *DA.*

SUBJECT: Material from JCOC Meeting

Please see if you can get a transcript of what I said to the JCOC group yesterday, if it was taped. Several people have said it was really good. We might ~~want~~ to use some of it.

Let me see a transcript.

Thanks.

DHR:dh
SF101806-08

.....
Please Respond By 10/26/06

~~FOUO~~

11-L-0559/OSD/60337

OSD 16665-06



10/24/2006 3:52:32 PM



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 24 2006

Mrs. Stephen D. Bicknell

(b)(6)

Dear Mrs. Bicknell,

It was an honor to meet you last week, and I am so sorry that it was under such terribly sad circumstances. U.S. military members and their families possess remarkable strength and resilience, and the time I spent with you and your in-laws was a powerful reminder of that. In the face of great loss, the grace and dignity you displayed was extraordinary.

Private First Class Stephen Bicknell served our Nation during a critical time in our history. His commitment helped change the lives of millions of Iraqi citizens, and it also upheld the values of our Nation. By promoting liberty abroad, he helped to ensure the liberty of the American people.

Your husband answered the call to duty with valor and dedication, and his service has historic meaning, for with the spread of democracy comes the promise of a safer world. We count him among the long line of patriots who have fought to protect and promote democracy. I join a grateful Nation in saluting his service.

Please know that I am thinking of you and the new life you are expecting in February. You and your family are in my prayers during this difficult time.

With my deepest sympathy,

Sincerely,

OSD 16674-06



11-L-0559/OSD/60338

10/25/2006 8:39:32 AM

293

24 Oct 06



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 24 2006

Ms. Chularat Bicknell

(b)(6)

The time I spent with you last week was a powerful reminder of not only the strength and commitment of the men and women in uniform, but also of the extraordinary resilience of their families. In the face of great sorrow, you are a fine example of patriotism and dedication. It was an honor to meet you.

Private First Class Stephen Bicknell served our Nation with integrity and valor. He died to help keep our country safe, and to secure liberty against violent extremists who want to change our way of life. In choosing to place his own life in danger, your son helped ensure that people at home and abroad could lead lives defined by freedom rather than tyranny. For that, our Nation owes him our respect and gratitude.

Your son has joined a long line of American heroes from previous generations who fought to protect and promote freedom. His efforts moved us closer to the promise of a safer world, and I join you in mourning his loss.

I want you to know that you and your family are in my thoughts and prayers.

With deepest sympathy,

Sincerely,

11-L-0559/OSD/60339



OSD 16674-06

10/25/2006 8:39:33 AM



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 24 2006

Technical Sergeant Jeffery Bicknell, USAF

(b)(6)

Dear Sergeant Bicknell,

I was honored to meet you last week, and to experience firsthand the extraordinary strength of U.S. military families in the face of great sacrifice. The time I spent with you made the resilience such sacrifices require all the more evident. I wanted to write and extend my condolences to you again during this most difficult time.

At a crucial point in our Nation's history, Private First Class Stephen Bicknell stepped forward to answer freedom's call, and he did so with honor. His service helped millions of Iraqis on the road to democracy, and in so doing advanced the cause for liberty both in that troubled part of the world and back home in America.

When he placed his own life in danger, your son helped secure the freedoms that each of us enjoy. As you know from your own service, there is no greater calling than protecting others and safeguarding the ideals that make our Nation so remarkable. Private First Class Bicknell was dedicated to doing just that. His devotion and his courage will not be forgotten.

His loss leaves a void that my words can never fill, but I do want you to know that you and your family remain in my prayers.

With deepest sympathy,

Sincerely,

11-L-0559/OSD/60340

OSD 16674-06



10125120068.39:33 AM



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 24 2006

Mr. and Mrs. William H. Payne

(b)(6)

Dear Mr. and Mrs. Payne,

I wanted to write to again extend my condolences on the death of your son. Meeting you last week in Alabama was a powerful reminder of not only the strength and commitment of our men and women in uniform, but also of the extraordinary resilience of their families. In the face of great sorrow, you all are a fine example of patriotism and dedication. It was an honor to meet you.

Corporal Bradford Payne served our Nation with integrity and valor. He died to help keep our country safe, and to secure liberty against violent extremists who want to terrorize and change our free way of life. In choosing to place his life in danger, your son helped ensure that people at home and abroad could lead lives defined by freedom rather than tyranny. For that, our Nation owes him our respect and gratitude.

Your son has joined American heroes from previous generations who fought to protect and promote freedom. His efforts moved us closer to the promise of a safer world, and I join you in mourning his loss.

You and your family are in my thoughts and prayers.

With my deepest sympathy,

Sincerely,

11-L-0559/OSD/60341



10/25/2006 8:39 34 AM



THE SECRETARY OF DEFENSE
WASHINGTON

OCT 24 2006

Mrs. Bradford H. Payne

(b)(6)

Dear Mrs. Payne,

I was honored to meet you last week, and I am so sorry that it **was** under such terribly sad circumstances. The men and women in uniform and their families make extraordinary **sacrifices, and the** time I spent with you and your in-laws made **the strength and** resilience such sacrifices require all the more **evident. Your grace and** dignity in the face of your husband's **loss was** remarkable.

Corporal Bradford Payne served our Nation during a **critical** time in our history. His commitment not only helped change the lives of millions of Iraqi citizens, but it also upheld the values of our Nation. In promoting liberty abroad, he helped to ensure the liberty of each of us here at home.

Your husband answered the call to duty with valor and dedication, and 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. I join a grateful Nation in saluting his service.

Please know that you and your family are in my thoughts and prayers during this most difficult time.

With my deepest sympathy,

Sincerely,

OSD 16674-06



11-L-0559/OSD/60342

1012512006 8:39:34 AM

Casey, Carrie CIV SD

From: Levinson, Jody LTC, HRC-Alexandria[Jody.Levinson@us.army.mil]
 Sent: Monday, October 23, 2006 11:16 AM
 To: Levinson, Jody LTC, HRC-Alexandria; Bowman, Margaret A MSG, HRC-Alexandria; Choi, Jacey SSG OSMA; Cooper, Keri Ms ECC; Gerhard, Tonia SFC SMA Lohse, John A CIV OSD; 'Christopher E. Smith'; 'Richard W. Dunnuck (rwdunnuck@whmo.mil)'; Novitsky, Matthew, HRC-Alexandria; 'techauncey@whmo.mil'; 'medecker@whmo.mil'; DeLoache, Conchetta P. HQDA DCS G-1; Casey, Carrie CTR OSD; 'jimoreira@whmo.mil'; Henderson, Hedy CIV OSD; Gawkins, Patrick M COL, HRC-Alexandria; Saulnier, Dennis CIV SD; Reeves, Sandra R. HRC-Alexandria; Collins, Margie SFC USA/HRC
 Subject: Notification of Death of Active Duty Soldier #491 (2006)(UNCLASSIFIED)
 Follow Up Flag: Follow up
 Flag Status: Red

Classification: UNCLASSIFIED

Caveats: NONE

Name: Stephen D. Bicknell (Stephen) (DOB: 30 November 1986) (Gender: Male)

Rank: Private First Class (Soldier not eligible for posthumous promotion)

Service: United States Army

Duty Station: Company A, 2d Battalion, 505th Infantry, Fort Bragg, North Carolina

Date of Death: 15 October 2006

Place of Death: Samarra, Iraq

Circumstances: Private First Class Stephen D. Bicknell died as a result of injuries received from hostile action. The Soldier was in a military vehicle that hit a landmine. The Soldier was participating in Operation Iraqi Freedom.

Primary Next-of-Kin

Full Name: Mrs. Miranda L. Bicknell

Relationship: Wife

Mailing Address: (b)(6)

Death: 15 Oct 06

Notified: 23 Oct 06

* SECDEF met his wife and parents last week. The CSC 10/24 father

NOTE: All information has been verified.

Death: 15 Oct 06

Notified: 23 Oct 06

* SECDEF met his wife and parents last week. The CSC 10/23

11-L-0559/OSD/60343

Classification: UNCLASSIFIED

Caveats: NONE

10/23/2006

Death

Notified: 23 Oct 06

* SECDEF met his wife and parents last week. The CSC 10/23

Casey, Carrie CIV SD

From: Holliday, Janet R MAJ, HRC-Alexandria [janet.holliday@us.army.mil]

THE SECRETARY OF DEFENSE
WASHINGTON

Mrs. Stephen D. Bicknell

(b)(6)

Dear Mrs. Bicknell,

It was an honor to meet you last week, and I am so sorry that it was under such sad circumstances. *terrible U.S.* Our military members and their families possess remarkable strength and resilience, and the time I spent with you and your in-laws was a powerful reminder of that. In the face of great loss, the grace and dignity you displayed was extraordinary.

Private First Class Stephen Bicknell served our Nation during a critical time in our history. His commitment helped change the lives of millions of Iraqi citizens, and it also upheld the values that make our Nation so remarkable. By promoting liberty abroad, he helped to ensure the liberty of each of us at home. *the American people.*

Your husband answered the call to duty with valor and dedication, and his service has historic meaning, for with the spread of democracy comes the promise of a safer world. *We* count him among the long line of patriots who have fought to protect and promote democracy. I join a grateful Nation in saluting his service.

Please know that I am thinking of you and the new life you are expecting in February. You and your family are in my prayers during this most difficult time.

my
With deepest sympathy,

Sincerely,

Sh of them.
proced. Thank

by SSG OSMA;
Richard W.
I;
sira@whmo.mil;
Reeves, Sandra R,

11-L-0559/OSD/60344



THE SECRETARY OF DEFENSE
WASHINGTON

Mr. and Mrs. William H. Payne

(b)(6)

Dear Mr. and Mrs. Payne,

I wanted to write ^{to} ~~and~~ again extend my condolences on the death of your son. Meeting you last week in Alabama was a powerful reminder of not only the strength and commitment of our men and women in uniform, but also of the extraordinary resilience of their families. In the face of great sorrow, you all are a fine example of patriotism and dedication. It was an honor to meet you.

free Corporal Bradford Payne served our Nation with integrity and valor. He died to help keep our country *safe, and* ~~to~~ *terribly and* secure liberty against violent extremists who want to ~~change~~ our way of life. In choosing to place his ~~own~~ life in danger, your son helped ensure that people at home and abroad could lead lives defined by freedom rather than tyranny. For that, our Nation owes him our respect and gratitude.

Your son has joined American heroes from previous generations who fought to protect and promote freedom. His efforts moved us closer to the promise of a safer world, and I join you in mourning his loss.

You and your family are in my thoughts and prayers.

^{my}
With deepest sympathy,

Sincerely,

11-L-0559/OSD/60345



THE SECRETARY OF DEFENSE
WASHINGTON

Mrs. Bradford H. Payne

(b)(6)

Dear Mrs. Payne,

I was honored ^{to} meet you last week, and I am so sorry that it was under such sad circumstances. Our men and women in uniform and their families make extraordinary sacrifices, and the time I spent with you and your in-laws made the strength and resilience such sacrifices require all the more evident. Your grace and dignity in the face of your husband's loss was remarkable.

Corporal Bradford Payne served our Nation during a critical time in our history. His commitment not only helped change the lives of millions of Iraqi citizens, but it also upheld the values ~~that make~~ ^{of} our Nation ~~so remarkable~~. In promoting liberty abroad, he helped to ensure the liberty of each of us here at home.

Your husband answered the call to duty with valor and dedication, and 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. I join a grateful Nation in saluting his service.

Please know that you and your family are in my thoughts and prayers during this most difficult time.

With deepest sympathy

Sincerely,



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON DC 20350-1000

13 October 2006

MEMORANDUM FOR WHITE HOUSE MILITARY OFFICE

Via: Executive Secretary, Office of the Secretary of Defense

Subj: NOTIFICATION OF DEATH OF ACTIVE DUTY SERVICEMEMBER

Name: Bradford Howard Payne (Brad) - Male

Rank: Cpl - Corporal (not posthumously promoted)

Service: USMC - U.S. Marine Corps

Duty Station: 2nd Battalion, 8th Marine Regiment
2nd Marine Division
Camp Lejeune, NC

Date of Death: 6 October 2006

Date of Birth: 8 June 1982

Circumstances: Hostile Action: Cpl Payne died as the result of multiple traumatic injuries received from an explosion while conducting combat operations in Saglawiyah, Iraq in support of Operation Iraqi Freedom.

Primary Next-of-Kin:

Full Name: Erin B. Payne

Relationship: Wife

Mailing Address: (b)(6)

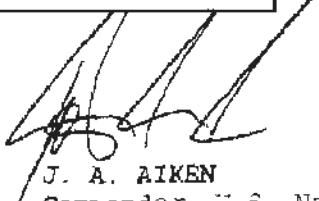
Secondary Next-of-Kin:

Full Name: William H. and Carol L. Payne

Relationship: Parents

Mailing Address: (b)(6)

Death: 6 Oct 06
Notified: 13 Oct 06
SECDEF met wife
and parents in AL.
Thru OSC 10/23


J. A. AIKEN
Commander, U.S. Navy
Administrative Aide to the
Secretary of the Navy

Death 6 Oct 06

Notified 13 Oct 06

Death: 6 Oct 06
13 Oct 06
SECDEF met wife &
in AL.
OSC 10/23

11-L-0559/OSD/60347

MEMORANDUM FOR DIRECTOR, WHITE HOUSE LIAISON OFFICE


Subj: DEATH NOTIFICATION

1. Drafter: Capt Horton, WHLO, (b)(6)
2. Servicemember: Payne, Brad
3. CACO Information: Wife: SSgt Krings, 8th Marines
(b)(6)
Parents: SSgt Warner, I&I Montgomery, AL
(b)(6)
4. Notes: The CACO's confirmed all information to include the mailing address for Cpl Payne's wife.
5. Edited by: *KAT*

FOUO

October 19,2006

TO: Lt Gen Gene Renuart

FROM: Donald Rumsfeld 

SUBJECT Letters to Families

I met with the families of Marine ~~Corporal~~ Brad Payne and Army ~~Corporal~~ Steven Becknell at Maxwell Air Force Base. If I have not sent letters to them yet, *make* sure we stop the letters and I will write ~~special~~ letters. In any event, I want to write both families when I get back.

Thanks.

DHR:dh
SF101906-03

In a memorandum to the President, the President's Secretary

Please Respond By October 24,2006

FOUO

11-L-0559/OSD/60349

OSD 16874-06



10/25/2006 8:38:41 AM

10/26
1730

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

DepSecDef
USDP

OCT 25 2006

Korea (North)

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: Richard P. Lawless, ~~Deputy Under Secretary of Defense (APSA)~~ 3 OCT 25 2006

SUBJECT: Nicholas Eberstadt

- This responds to your 10 October note asking if I have ever spoken to Nicholas Eberstadt to get him on board with what we are trying to do in North Korea.
- My staff and I have discussed U.S. policy toward North Korea with Mr. Eberstadt on numerous occasions. He also interacts with staff at the NSC, State, and the Office of the Vice President.
- We also contracted with the National Bureau of Asian Research for two Eberstadt-led projects on North Korea, including a seminar in Beijing that postulated to the Chinese the feasibility of replacing the current North Korean regime with a Deng Xiao Peng-type socialist state.
- Although his comments toward the end of the article at Tab A criticize the Administration for our handling of the U.S.-ROK Alliance and North Korea, his larger views typically reinforce our themes.

COORDINATION: Tab B

Attachments:

As stated

Prepared by Mary Beth Morgan, APSA/EA (b)(6)



* 0 6 / 0 1 3 2 7 6 - E 3 *

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/60350

SD CA	10/27	DSD SA	
SD SMA	10/27	DSD SMA	
SD MA	10/27	DSD MA	
TS	10/27	DSD CA	
STF DR			
BS	4/15/18	10/27	0700
BSR MA	10/27	ESD	

OSD 16864-06



10/26/2006 1:51:10 PM

(25 Oct 06)

10 Oct 06

Wall Street Journal
 October 5, 2006
 Pg. 20

Pyongyang Phooey

By Nicholas Eberstadt

With Pyongyang's announcement that it intends to "conduct a nuclear test" to "bolster its war deterrent for self-defense," the world has been given yet another reminder of the North Korean game plan. Paradoxically, for all its preternatural secretiveness, the regime has been practically spelling out its nuclear objectives for years, and has all but telegraphed the steps it would take to achieve them. As it has patiently explained, nuclear weapons -- and the ballistic missiles necessary for delivering these into the U.S. heartland -- are instrumental to achieving three goals: shattering the U.S. security architecture in Northeast Asia; breaking the U.S. military alliance with South Korea; and pursuing the reunification of the peninsula on Pyongyang's terms. The latest nuclear gambit moves Kim Jong Il's regime methodically closer to each of these goals. Scarcely less significant, the leadership sends a signal of confidence in its improbable contest against the American colossus.

North Korea has been called a "rogue state" by some, a "terrorist state" by others, and fair enough -- but while those terms carry opprobrium, they lack real descriptive content. The North is better understood as a "revisionist state" -- bitterly dissatisfied with the international environment it faces, and intent upon overturning that order. Its main grievances with the international system are: (1) the predominance and success of the capitalist world economy, particularly its global trade and financial arrangements, which are fundamentally incompatible with Pyongyang's Stalin-style economy; (2) the Northeast Asian security structure of military alliances built and maintained by its superpower enemy, the U.S.; and (3) the florescence of a prosperous, democratic South Korean state on the landmass that the Kim family claims the right to rule unconditionally.

These grievances are not merely aesthetic. Since each of these features of the international system places the survival of their own system in jeopardy, North Korea is exceedingly unlikely to be reconciled to them through "international dialogue." Making the world safe for Kim Jong Il requires nothing less than upending the contemporary economic, political and military order in Northeast Asia -- preposterous as such an outcome may sound to South Korean, Japanese or American ears.

Nevertheless, North Korean policy is relentlessly focused on achieving just such an upending. The carefully chosen tools for the job are nuclear weapons and long-range ballistic missiles. The point of vulnerability -- the focus of these WMD -- is the U.S.-South Korea military alliance. By training missiles on U.S. territory, Pyongyang's goal of breaking the alliance would be promoted most efficiently -- and its objective of unconditional unification with South Korea would be directly advanced. Why? Because placing U.S. territory in North Korea's nuclear crosshairs inescapably undermines the credibility of American security guarantees in a time of crisis on the Korean peninsula. If U.S. policy makers were deemed unwilling to expose Seattle in order to honor commitments to Seoul, the security alliance would be worthless, America's unparalleled military might notwithstanding.

For over half a century, Pyongyang has endured the reality of U.S.-imposed "deterrence." For Kim Jong Il, the geopolitical keys to the kingdom lie in deterring the deterrer -- and North Korea's otherwise puzzling and bellicose behavior should be regarded through the prism of this long-term project.

The seemingly stalled six-party talks, for example, are actually not stalled at all: North Korea's missile

and nuclear weapons programs have apparently been progressing quite nicely during the three-plus years of conferencing. There is an eerie similarity between the "conference diplomacy" involving North Korea today and earlier episodes of "conference diplomacy" in Europe between World Wars I and II. While the particulars are obviously different -- Germany was the strongest state in its region, while North Korea is the weakest -- the dynamics are almost exactly the same: The status quo powers want to talk; the revisionist powers want to arm -- and both parties get their wish.

When North Korea launched its missiles in July, the move was judged in many quarters to be impetuous, even irrational. In fact, it was coolly calculated, displaying the regime's confidence that it could manage subsequent international events while pushing its game up to a potentially much more dangerous level.

Even so, Pyongyang could not have known how much its own project -- inflaming the U.S.-South Korea military alliance -- would be abetted by the hapless Roh Moo Hyun government. In the immediate aftermath of the launches, South Korea's President Roh studiously avoided criticism of North Korea -- and instead harshly scolded the Japanese for (among other things) bringing the matter before the U.N., averring that Tokyo's actions could "lead to a critical situation in the peace over Northeast Asia"! The Roh administration also stated that its multibillion dollar joint-venture scheme within North Korea, the Kaesong Industrial Complex, should be insulated against any political fallout from the missile episode. It continued the subsidies for the project and insisted that North Korean products "made in Kaesong" should receive privileged treatment in the pending U.S.-South Korea Free Trade Agreement.

Most portentously of all, Mr. Roh fixated on switching wartime operational control (Opcon) of the U.S.-South Korea combined forces command from U.S. to South Korean hands. It seemed to matter little to him that many military specialists in South Korea itself -- including a large number of retired generals and former ministers of national defense -- went on record to warn that the South's forces were not prepared for such a transition, and that readiness might suffer. The true reasoning behind Mr. Roh's adamant Opcon lobbying may have been revealed by one of his advisers at a public seminar in Seoul last month. He argued that South Korea's control of troops during wartime is critical to maintain security on the peninsula as it prevents the U.S. military from unilaterally conducting military operations in the case of an emergency on the peninsula.

Opcon, in other words, was a proxy for the Roh government's distrust of its U.S. ally -- a feeling evidently so powerful that it could not be restrained even under the pressure of North Korea's missile tests. In the light of such official South Korean reactions, Pyongyang made its own calculations about the risks and benefits in moving its agenda on to nuclear tests.

If the flower children in charge of South Korean national security policy these days have acquitted themselves poorly, the record of the self-proclaimed grownups who took charge of Washington's policies in 2001 does not look that much better. Passive-aggressive in the face of North Korean brinkmanship, irritable and reactive in the face of mounting frictions in the relationship with Seoul, the Bush administration's main achievement to date in "alliance management" seems to have been the drawdown of U.S. forces in South Korea, with more in store. It is not even clear that our statesmen understand the stakes of the game they are embroiled in. All this, of course, will hardly dissuade Pyongyang from pressing the U.S.-South Korea alliance ever harder.


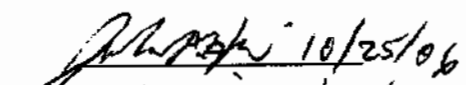
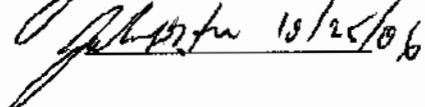
With his latest nuclear gambit, Kim Jong Il has just reset the clock on the U.S.-South Korean military alliance, moving the hands palpably closer to midnight. If we listen closely, we can hear the ticking.

Mr. Eberstadt, the Henry Wendt scholar at the American Enterprise Institute, is author of "The North Korean Economy Between Crisis and Catastrophe," forthcoming from Transaction Publishers.

POLICY COORDINATION SHEET

Subject: Nicholas Eberstadt (U)

Snowflake Number : SF 101006-23

Title/Organization	Name	Date
DUSD/APSA	Richard Lawless	
Acting DASD/EA	John Hill	 10/25/06
Principal Director/EA		 10/25/06

~~FOUO~~

October 10, 2006

TO Richard Lawless
CC: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Nicholas Eberstadt



Korea (North)

Have you ever talked to Nicholas Eberstadt to get him aboard with what we are trying to do in North Korea? Please take a look at the attached oped he wrote.

Thanks.

Attach. Eberstadt, Nicholas. "Pyongyang Phooey," *The Wall Street Journal*,
October 5, 2006, p. A20.

DISC
SP101006-23

Please Respond By 10/26/06

OCT 27 2006

SNOWFLAKE RESPONSE ATTACHED

(b)(6)
10/27

ESD
m

(10 Oct 06)

~~FOUO~~

11-L-0559/OSD/60354

OSD 16864-06

~~FOUO~~

September 30, 2006

To: Eric Edelman
CC: Steve Bucci
Cathy Mainardi
FROM: Donald Rumsfeld *M*
SUBJECT: Tracking Foreign Training

350.2

Please have *someone* come in and explain the attached response.

Thanks.

Attach. 9/22/06 PDUSD(P) response to SF 091806-33 (OSD 15073-06)

DHR:da
SF093006-12

.....
Please Respond By 10/26/06

3050906

~~FOUO~~

OSD 16866-06



11-L-0559/OSD/60356

10126120061:56:59 PM

~~FOUO~~

(b)(6)

INFO MEMO

D&D

USDP

SEP 5 3 2006

FOR: SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy

SEP 5 3 2006

SUBJECT: Foreign Training in Military Institutions

- You asked to see the tracking system for all military institutions that train foreigners (note next under). There are currently two primary student tracking systems:
 - The Security Assistance Network website (SAN-Web). A sample is at TAB A.
 - The Foreign Military Training Report Data System - this is a substitute data collection tool for schools and centers that are not capable of using or submitting training data through the SAN-Web. A sample is at TAB B.
- We are looking at ways to push this information out to the Combatant Commands and country teams.

Attachments: As stated.

Secret info

Prepared by: Christine Lueker, OUSD(P) Policy Planning (b)(6)

~~FOUO~~

MA SD	7/26	SMA DSD	
TSA SD	7/26	SA DSD	
EXEC SEC	7/26	7/26	0100
BER MA	7/26	STP DSD	

OSD 15073-00



02/25/2006 12:14:42 PM

- 11-E-0559/OSD/60357

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy

SUBJECT: Tracking Foreign Training

DepSec Action

USDP Action

OCT 25 2006

OCT 24 2006

- You requested that Policy speak to you about how we track foreign military training (Tab A).
- The attached slides describe the ~~systems~~ we use for this purpose (Tab B).
 - We will schedule a brief with your office, unless directed otherwise.

CORDINATION: Tab C

Attachment: As Stated.

3502

24 OCT 06

30 SEP 06

~~FOR OFFICIAL USE ONLY~~



* 5 F - 0 9 1 8 0 6 - 3 3 *

11-L-0559/OSD/60358

OSD 16866-06




10/26/2006 1:57:27 PM

28

~~FOUO~~

September 30, 2006

TO: Eric Edelman
CC: Steve Bucci
Cathy Mainardi
FROM: Donald Rumsfeld 
SUBJECT: Tracking Foreign Training

Please have someone come in and explain the attached response.

Thanks.

Attach. 9/22/06 PDUSD(P) response to SF 091806-33 (OSD 15073-06)

DHRA
AFOS9006-12

.....
Please Respond By 10/26/06

~~FOUO~~

11-L-0559/OSD/60359

~~FOUO~~

September 18, 2006

091806-33

TO: Eric Edelman

FROM: Donald Rumsfeld

RA

SUBJECT: Foreign Training in Military Institutions

Ryan Henry said you have a tracking system for all military institutions that train foreigners. I would like to see what it looks like, please.

Thanks.

SEP 26 2006

(b)(6)

9/30

SNOWFLAKE RESPONSE ATTACHED

DATE: 09/26/06
PAGE: 1 OF 1

Please Respond By 10/05/06

FOUO to
Ass'n to
Ryan Henry
w/ISA coord.

~~FOUO~~

11-L-0559/OSD/60360

0282

9/26 ✓
1600

~~FOUO~~

INFO MEMO

DSD
USDP *EH*

SEP 6 1 2008

FOR: SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy *JEAN*

SEP 9 3 2008

SUBJECT: Foreign Training in Military Institutions

- You asked to see the tracking system for all military institutions that train foreigners (note next under). There are currently two primary student tracking systems:
 - The Security Assistance Network website (SAN-Web). A sample is at TAB A.
 - The Foreign Military Training Report Data System - this is a substitute data collection tool for schools and centers that are not capable of using or submitting training data through the SAN-Web. A sample is at TAB B.
- We are looking at ways to push this information out to the Combatant Commands and country teams.

Attachments: As stated.

Signature

Prepared by: Christine Lueker, OUSD(P) Policy Planning (b)(6)

MA SD	9/26	SMA DSD	
TSR SD	<i>EH</i>	SA DSD	
EDRC SEC	<i>11-7-26</i>	STP DSD	<i>TH</i>
ESR MA	<i>11-7-26</i>		



~~FOUO~~

OSD 16073-06

025/2008 12:14:42 PM

11-L-0559/OSD/60361

Tracking Foreign Military Education and Training



25 October 2006

11-L-0559/OSD/60362



Foreign Military Tracking Overview

- ☐ **You asked how we track foreign military education and training**
- ☐ **The Defense Security Assistance Management System (DSAMS) was designed for that purpose**
- ☐ **DSAMS is a secure, controlled system used by:**
 - Military Services
 - DoD school houses
 - Security Assistance Officers in country
 - COCOMs
 - DSCA
 - State-PM
 - Foreign Countries
 - DoD Foreign Visitors System



Foreign Military Tracking Process

❑ The process is as follows:

- The Military Departments provide course information and student travel authorization
- The Security Assistance Organization provides the training request from the country as well as student information
- The Schoolhouse provides education and associated follow-on information

❑ Information in DSAMS is available on a need to know basis

- USG agencies can view information relevant to their mission
- The foreign country can view basic student training information



Programs Included in DSAMS

❑ The following programs are included in DSAMS:

- International Military Education and Training
- Foreign Military Sales
- Foreign Military Financing
- Aviation Leadership Program
- Regional Defense Counterterrorism Fellowship Program
- Drug Interdiction and Counter-Drug Activities, Section 1004
- PME Exchanges
- Foreign Assistance Act Draw Down Section 506
- Enhanced International Peacekeeping Capabilities
- International Narcotics and Law Enforcement
- US Coast Guard Training conducted Homeland Security
- Global Peace Operations Initiative
- 1206 Program



Reporting on Tracking Foreign Military

- ❑ DSAMS has a robust reporting capability and can provide information for it's many different users**
 - For example the SAO can ask for a Student Training list for any or all of the training programs that his country my have that are tracked in DSAMS
 - The reporting feature can also provide history for past years programs, as well as search for a particular student that may be in training or received education/training in the past

- ❑ Authorized DSAMS users only have access to the data they have a need to know**



Regional International Outreach

- ❑ **In addition to DSAMS, the Defense Security Cooperation Agency is developing a Regional International Outreach program to:**
 - Improve international outreach efforts for the Regional Centers for security studies
 - Field a common federated web based application integrating the regional centers
 - Strengthen collaboration among the Regional Centers, DSCA, OUSD(P), Regional Combatant Commanders, and other DoD educational institutions

Together, these systems provide valuable information both to USG security assistance organizations at home and in the field

~~FOUO~~

October 23, 2006

TO: Mike Donley
CC: Steve Bucci
Mary Claire Murphy

FROM: Donald Rumsfeld *DR*

SUBJECT: Cleanliness of Mall Entrance Steps

I was really disappointed that last Friday, when I brought Korean Minister of Defense Hoon up the Mall Entrance steps, there was a cigarette butt on the step right in front of him. We frequently have important visitors come up those steps: ministers of defense, prime ministers, the President or the Vice President. That area needs to be policed constantly.

I have complained in the past about cigarette butts on the front steps, but from time to time I still find them there.. I don't think that is appropriate. Please see if we can do something about that.

Thanks.

DHR:dh
SF102306-13

.....

~~FOUO~~

11-L-0559/OSD/60368



OSD 16889-06

10/26/2006 4 35 13 PM

Subject with cigarette to his mouth

20 OCT 06 09:20:21



Subject discarding his cigarette butt

20 OCT 06 09:20:31



This is the best detail that can be printed. In a close-up review of the motion video, the person circled appears to be of Asian ancestry.

11-L-0559/OSD/60369



ADMINISTRATION AND
MANAGEMENT

OFFICE OF THE SECRETARY OF DEFENSE
1950 DEFENSE PENTAGON
WASHINGTON, DC 20301-1950

INFO MEMO

OCT 26

FOR: SECRETARY OF DEFENSE

FROM: Michael B. Donley, Director, Administration & Management *MBD*

Subject: Litter at Pentagon Mall Entrance

- Pursuant to your recent snowflake (Tab A), I am tightening up procedures for cleaning the Mall Entrance area generally, and specifically related to the arrival of distinguished visitors whom you meet on the front steps.
 - The daily protocol / security schedule for distinguished visitors (including honor cordons) is being provided to the Building Management Office, which will ensure a final cleaning is done within 30 minutes prior to arrivals.
 - The Mall portico is already a posted no smoking zone. Pentagon Force Protection Agency (PFPA) Police at the Mall Entrance, who also monitor exterior cameras in this area, will extend enforcement of the no smoking zone down to the curb area.
- The 20 October littering incident was captured on camera. PFPA's assessment is that the offending individual was connected with the visiting South Korean delegation. (Photo at Tab B.)

11-L-0559/OSD/60370

OSD 16889-06



10/27/2006 2:09:35 PM

~~FOUO~~

October 16, 2006

210

TO: Steve Bucci

FROM: Donald Rumsfeld *DR.*



SUBJECT Bethesda Medical Personnel

Please find out if all the medical personnel at Bethesda are active duty Navy, or whether some are civilian. I would like to know.

Thanks.

DHR:ss
SF101606-10

.....
Please Respond By 10/25/06

OCT 3 2006

SNOWFLAKE RESPONSE ATTACHED

16 03406

ESD → *128 92 10/31*
M

16895-06

2603406

~~FOUO~~

11-L-0559/OSD/60371

OSD 16895-08



10/31/2006 12:28:02 PM



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

INFO MEMO

October 26, 2006

FOR: SECRETARY OF DEFENSE

FROM: Donald C. Winter

SUBJECT: Department of the Navy's Medical Community

Mr. Secretary, in reply to your question from Monday's Roundtable on the percentage of officers in the Department of the Navy's medical community:

- **24.5%** of the Navy officer corps is in the medical community
- **14.5%** of the Naval (Navy and Marine Corps) officer corps is in the medical community

cc:
DEPSECDEF
USD P&R

11-L-0559/OSD/60372



~~FOUO~~

October 25, 2006

TO: Robert Wilkie

FROM: Donald Rumsfeld *DA*

SUBJECT: List of Ops-Intel Briefings since September 11, 2001

Please give **me** a list of how many times I have done the Ops-Intel briefing to the Senate **and** to the House since September 11, 2001. I would like a complete list to include:

- Dates
- Who from DoD, State, and Intel accompanied me -- if **we** have that information

We ought to be keeping a record of this information.

I would like the information **FAST**.

Thanks,

DHR:ss
SF102506-13

.....
Please Respond By 10/27/06

~~FOUO~~

11-L-0559/OSD/60373

OSD 16897-06



10/26/2006 5:48:07 PM



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

INFO MEMO

October 26, 2006 5:00 PM

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Snowflake Response – List of Ops-Intel Briefings

You requested a list of Ops-Intel briefings for the House and Senate since September 11, 2001, to include those from DoD, State and the Intelligence community that accompanied you.

- Since 11 September, 2001, you have conducted 26 Ops-Intel briefings for the House and 37 for the Senate.
- A complete summary to include additional attendees is attached at Tab A.

Attachments:

Summary of Ops-Intel attendees (TAB A)

Snowflake #SF102506-13 (TAB B)

Prepared by: MGySgt Sue Ann Hines-Laboy, OSD/LA (b)(6)

11-L-0559/OSD/60374

OSD 16897-06



10/26/2006 5 48 00 PM

SECDEF Ops Intel Briefings from Sep 11, 2001 to Sep 30, 2006

Date	Event	Location	Members Attending	Other DOD attendees	Duration
25 Sep	Ops/Intel Briefing	S-407	Full Senate	SecState	1 hr
25 Sep	Ops/Intel Briefing	House Floor	Full House	SecState	1 hr
Total = 2		House = 1	Senate = 1		

2002 - OPS INTEL

Date	Event	Location	Members Attending	Other DOD attendees	Duration
Mar 06	Ops/Intel Briefing	S-407	69 Senators	VCJCS, Moore	
Mar 14	Ops/Intel Briefing	S-407	12 Senators	CJCS	1 hr
Apr 11	Ops/Intel Breakfast	Pentagon	Levin, Warner	DepSec, CJCS, Moore	1 hr
Apr 17	Ops/Intel Briefing	S-407	41 Senators	CJCS	1.25 hr
Apr 17	Ops/Intel Briefing	House Floor	All Reps	CJCS	1.25 hr
May 01	Ops/Intel Briefing	S-407	33 Senators	VCJCS	1 hr
May 23	Ops/Intel Briefing	S-407	42 Senators	CJCS	1.25 hr
Jun 27	Ops/Intel Briefing	S-407	25-30 Senators	CJCS	1.5 hr
Jul 24	WMD Briefing	2118 Rayburn	32 House Members, HASC	CJCS, Crouch	1.5 hr
Sept 04	Ops/Intel Briefing	S-407	76 Senators	CJCS	1.25
Oct 16	Ops/Intel Briefing	S-407	21 Senators	CJCS	1.5 hr
Total = 11		House = 2	Senate = 9		

Date	Event	Location	Members Attending	Other DOD attendees	Duration
Jan 8	Ops/Intel Briefing	RHOB-2118	HASC – 40 Members (Invitations extended – 50)	CJCS, Moore, Geren. Craddock,	1 ½ hrs
Jan 23	Briefing – Update on GWOT	S-407, Capitol	72 Senators (Invitations extended to full Senate)	SecState, DepDCI McLaughlin, Moore, Clarke, Craddock, Luti	1 ½ hr
Jan 29	Briefing – Update on GWOT	House Floor	Approximately 360 Members	SecState, DepDCI, Moore	1 hr
Feb 12	Briefing – Update on GWOT	RHOB-2212	HAC- D -- J Lewis, Murtha, Young, Hobson, Bonilla, Nethercutt, Cunningham, Frelinghuysen, Tiahrt, Wicker, Obey, Dicks,	CJCS, Zakheim, Moore	3 hrs

SECDEF Ops Intel Briefings from Sep 11,2001 to Sep 30,2006

			Sabo, Moran Invitations extended – 15)		
Feb 26	Briefing – Update on Global War on Terrorism	S-407	63 Senators (Invitations extended to full Senate)	VCJCS, Moore	1 hr
Feb 26	Briefing – Update on Global War on Terrorism	House Floor	Approximately 275 Members Invitations extended to full House	VCJCS, Moore	1 hr
Mar 20	Briefing – War in Iraq	RHOB-2118	More than 250 Members	CJCS, Moore, Esperne, Interagency Briefing Team	1 hr 20 min
Mar 20	Briefing – War in Iraq	S-407	69 Senators	CJCS, Moore, Skardon Interagency Briefing Team	1 hr
Mar 25	Briefing – War in Iraq, Supplemental decision	S-212	Big 8 - Stevens, Inouye, Levin, Warner, Lewis, Murtha, Hunter (Skelton - Missouri)	CJCS, Zakheim, Moore	45 min
Mar 26	Briefing – War in Iraq	House Floor	More than 300 Members	CJCS, Moore, Geren, Craddock, Esperne, Luti,	55 min
Mar 26	Briefing – War in Iraq	S-407	60 Members	CJCS, Moore, Craddock, Luti, Skardon,	90 min
April 2	Briefing – War in Iraq	S-407	65 Senators	CJCS, Moore, Clarke, Craddock Luti	1 hr 15 min
April 2	Briefing – War in Iraq	House Floor	More than 125 members	CJCS, Moore, Clarke, Craddock	1 hr
April 9	Briefing – War in Iraq	S-407	53 Senators	CJCS, Moore, Clark, Moffit	1 hr
April 9	Briefing – War in Iraq	House Floor	More than 200 members	CJCS, Moore, Clark, Esperne	1 hr
May 8	Briefing – Iraq	S-407	48 Senators	Franks, Moore	45 min
May 8	Briefing – Iraq	House Floor	More than 150 Members	Franks, Moore	45min
June 5	Briefing – Ops/Intel	RHOB-2118	60 Members	CJCS, Moore, Cartwright	1 hr 45 min
June 27	Briefing – Ops/Intel	S-407	Frist, Stevens, Allard, Burns, Hutchinson, Sessions, Craig, Warner, Bennett, Voinovich, Bond, Levin, Bingaman, Reed, Akaka, Kennedy, Dayton, Corzine	CJCS, Dep DCI, Moore	1 ½ hr
Jul 30	Briefing – Ops/Intel	S-407	36 Senators	VCJCS, Gen. Keane, Moore, Moffitt	1 ½ hr
Sept 10	Briefing – Ops/Intel	S-407	63 Senators	SecState, OMB Director, CJCS, Zakheim, Jeffery Moore	1 hr

SECDEF Ops Intel Briefings from Sep 11,2001 to Sep 30,2006

Sept 10	Briefing – OpsIntel	RHOB-2118	More than 90 Members	DepSec, DepSecState, CJCS, OMB Director, Zakheim,, Moore	1 hr
Oct 21	Briefing – OpsIntel	RHOB-2128	45 Members	VCJCS, Luti, Craddock, Moore, Esperne	2 hr
Oct 22	Briefing – OpsIntel	S-407	39 Senators	CJCS, Moore, Moffitt	1 hr

Date	Event	Location	Members Attending	Other DOD attendees	Duration
Jan 21	Briefing - OpsIntel	S-407	50 Senators	CJCS	1 hr
Jan 21	Briefing - OpsIntel	RHOB-2118	More than 40 Members	CJCS	1 hr
April 8	OpsIntel – Iraq	S-407	61 Senators, Murtha	CJCS, Burgess, Schwartz, Craddock, Moore, Moffitt,	1 1/2 hrs
April 28	OpsIntel – Iraq	S-407	43 Senators	CJCS, Schoomaker, Moore	1 ¼ hr
April 28	OpsIntel – Iraq	RHOB-2118	More then 75 Members	CJCS, Schoomaker, Moore	2 ½ hrs
May 18	Briefing – OpsIntel	RHOB-2118	More than 230 Members	VCJCS, Alexander, Warren	1 hr
May 20	Briefing – OpsIntel	S-407	55 Senators	CJCS, Abizaid, Sanchez, Miller, Haynes, Moore, Moffitt	1 hr
Sep 22	Briefing – Ops Intel	S-407	SASC: 57 Senators	Armitage, Negroponte, Myers, Abizaid	1 ¼ hr
Sep 22	Briefing – Ops Intel	RHOB-2118	HASC: 200 Members	Armitage, Negroponte, Myers, Abizaid	2 hrs

Jan. 26	Briefina – Ops Intel	2118 RHOB	HASC: 48 Members	Abizaid	2 hrs.
---------	----------------------	-----------	------------------	---------	--------

SECDEF Ops Intel Briefings from Sep 11,2001 to Sep 30,2006


Jan. 26	Briefing – Ops Intel	222 Russell	SASC: 23 Senators	Abizaid	2 hrs.
Mar 9	Briefing - Ops Intel	Capitol S-407	Senate: 43 Members	CJCS	1 ½ hrs
Apr 21	Breakfast – Ops Intel	Pentagon	Sens: Warner, Levin, Stevens, Reps: Hunter, Skelton	CJCS, Jonas, Cambone, O'Connell, Stanley Kostiw (CIA)	1 hr
May 18	Briefing – Ops Intel	Capitol S-407	SASC: 27 members	CJCS, Abizaid	1 ½ hrs
Sep 21	Briefing - Ops Intel	2118 RHOB	All House Members	CJCS, VCJCS, Stanley, Ambassador Jeffries (DoS)	1 ½ hrs
Sep 21	Briefing - Ops Intel	Capitol S-407	All Senate Members	CJCS, VCJCS, Stanley, Ambassador Jeffries (DoS)	1 ½ hrs
Sep 28	Briefing – Ops Intel	Capitol S-407	Senate	VCJCS, Stanley, Abizaid, Casey	1 ½ hrs

2006 – OPS INTEL

Date	Event	Location	Members Attending	Other DOD attendees	Duration
9-Mar	Ops Intel - Iraq Update	RHOB 2118	Reps: 72 members	CJCS, Gen Abizaid, Wilkie	1 ¼ hr
9-Mar	Ops Intel - Iraq Update	S-407 Capitol	Sens: 32	CJCS, Gen Abizaid, Wilkie	1 hr
3-May	Ops Intel - Iraq Update	HC-5 Capitol	Reps: 65	Sec Rice, Wilkie	1 ¼ hr
3-May	Ops Intel - Iraq Update	S-407 Capitol	Sens: 35	Sec Rice, Wilkie	1 hr
13-Jun	Ops Intel - Global Posture	S-407 Capitol	Sens: 65	SECSTATE, CJCS, Abizaid, Wilkie	1 ¼ hr
13-Jun	Ops Intel - Global Posture	Cannon Caucus	Reps: 115 members	SECSTATE, CJCS, Negroponte, Wilkie	1 ¼ hr
3-Aug	Ops Intel Briefing-	S-407 Capitol	Sens: 43	CJCS, Abizaid, Wilkie, Rangel, Cheney, Broome	1 ¼ hr
21-Sep	OPS Intel- GWOT	2118 RHOB	Reps: 65 members	CJCS, Wilkie, Cheney, Johnson	1 ½ hrs
21-Sep	OPS Intel - GWOT	S-407 Capitol	Sens: 33 members	CJCS, Wilkie, Cheney, Johnson	1 hr

~~FOUO~~

September 30, 2006

TO: Dorrance Smith
CC: David Chu
William Winkenwerder
FROM: Donald Rumsfeld 
SUBJECT: Deployment Health ~~Report~~

Let's figure out a way to get the attached information out. Maybe we could call attention to the press stories that are to the contrary, and see if there is some way to get some balance in the reporting.

Thanks.

Attach. 9/15/06 ASD(Health Affairs) memo to SD (OSD 14951-06),
"Deployment Health Report for Operation Iraqi Freedom (OIF) and Operation
Enduring Freedom (OEF)"

DEIR:dh
SP093006-13

.....
Please Respond By October 19, 2006

~~FOUO~~

OSD 16898-06



11-L-0559/OSD/60379

10/26/2006 6:00:42 PM



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

INFO MEMO

HEALTH AFFAIRS

SEP 15 2006

FOR SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

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

SUBJECT: Deployment Health Report for Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF)

- This new comprehensive report, which combines information from a variety of sources, highlights aspects of health of Service members deployed in support of OIF and OEF.
- The data are shown in a sequence reflecting information collected first in the theater of operations and proceeding rearward to the CONUS base. Data elements proceed from care for acute injury to assessments of all who have returned.
- The picture that emerges from this overall evaluation of our deployed forces - both during and after deployments - is that the health effects of deployments are less, and the health status better than most in the public are lead to believe.
- Over 50% of wounded return to duty within 72 hours.
- 91-93% of returning service members rate their health as good or very good immediately after coming home, and even after three to six 6 months at home, the number is 80-85%.
- TAB A contains a summary of the major data elements and a related tabular fact sheet.
- TAB B consists of detailed briefing slides about the same data elements.

COORDINATION USD (PAR)

Attachments:
As stated

Prepared by: LTC Joe Pisciotta, Military Assistant (b)(6)

MA SD	9/25	SMA DSD	
TSA SD	9/25	SA DSD	
EXEC SEC	M/11	081591530	
BSR MA	9/25	STP DIR	

OSD 14951-08

9/21/2006 2:57:38 PM 2 of 18

11-L-0559/OSD/60380

Tab A

Summary Sheet - August 24, 2006 Update

SUBJECT: Deployment-Related Health Outcomes, Emphasis on Global War on Terrorism (Operation Enduring Freedom & Operation Iraqi Freedom)

- **Background:** This summary, fact sheet, and briefing slides reflect cumulative data since October 7, 2001, for Operations Enduring Freedom (OEF) and Iraqi Freedom (OIF).
- **Deaths:** 2,929 deaths, OEF: 11 percent, OIF: 89 percent. Hostile action accounted for 76 percent of deaths.
- **Wounded in Action (WIA):** 20,489. OEF: 4 percent, OIF: 96 percent. Approximately 50% return to duty in theater. WIA in-theater survival rate has been 97%.
- **Medical Air Transports Out of Theater:** Total of 34,886 to date. 19 percent are for battle injuries, 22 percent for non-battle injuries, and 59 percent for disease.
- **Diseases and Non-Battle Injuries (DNBI):** Most remain in theater. On average, about 4 percent of service members seek care for DNBI each week, a rate lower than any previous conflict.
- **Amputations:** 721 service members. 91 percent from OEF and OIF. 9 percent from elsewhere. Of the total, 69 percent suffered the loss of a limb or full hand or foot; the others lost fingers or toes.
- **Traumatic Brain Injuries:** 1,349 service members, OEF: 4 percent, OIF: 96 percent. Of these, 64 percent were assessed as mild Traumatic Brain Injuries (post-concussive syndrome).
- **Post-Deployment Health Assessment (DD Form 2796):** Fielded in 2003. Almost one million service members have been assessed. Primary purpose: optimize the opportunity for redeploying service members to get follow-up medical care for any health problems or concerns they may have. 20 percent have been referred for follow-up. Of those referred, over 85 percent have been seen by a health care provider in a military clinic or the purchased care network within six months of that referral.
- **Post-Deployment Health Re-Assessment (DD Form 2900):** Fielded in 2005. Service members are screened 3-6 months following their return from a deployment. Purpose: Identify health problems that may have arisen since the post-deployment assessment. Of the 98,777 individuals reassessed to date, 24 percent have been referred for further evaluation.
- **Medical Holding:** This term refers to service members not assigned to their regular duties or units while they are undergoing medical care, rehabilitation, or medical evaluation board (MEB) and physical evaluation board (PEB) procedures. The 6406 Service members on medical hold as of 1 September, 2006 are not limited to veterans of the Global War on Terrorism (GWOT).
- **Medical Evaluation Board Completions:** Data are not cumulative but reflect the most recent one-month period. Data pertain to service members who completed a MEB and were referred to a PEB for possible separation from the military because of a disqualifying medical condition. There are currently 1157 undergoing the MEB and 224 undergoing the PEB process. These data are not restricted to veterans of the (GWOT). Musculoskeletal problems are the most common reasons (approximately 43 percent) for MEBs.

Tab B

Fact Sheet- August 24, 2006 Update

Subject: Data on Operations Enduring Freedom and Iraqi Freedom- 7 Oct 01 to Present

		OEF	OIF	Total	
	Total	328	2,601	2,929	
	Hostile	173 (53%)	2,063 (79%)	2,236 (76%)	
	Non-Hostile	155 (47%)	538 (21%)	693 (24%)	

		OEF	OIF	Total	
	Total	880	19,609	20,489	

	Injury	23%	
	Respiratory Illness	13%	
	Skin Disorders	12%	
	Gastrointestinal	7%	
	Mental Health	3%	

Primary Diagnostic Category	Total	34,886	
	Battle Injury	6,576 (19%)	
	Non-Battle Injury	7,582 (22%)	
	Disease	20,728 (59%)	

No. of Individual Service Members	OEF	OIF	Other	Total
	42	615	64	721
Limb, hand, and/or foot	37	408	53	498
Fingers and/or toes only	5	207	11	223

No. of Individual Svc. Members	Total	Penetrating	Severe	Moderate	Mild
	1,349	5%	13%	17%	64%

	Number Done	Health (Excellent, Very Good, Good)	Referral for Follow-Up Indicated	Clinic Visits Documented After Referral
1 Jan 03- 21 Aug 06	974,634	92%	20%	87%
1 Jan 06- 21 Aug 06	147,035	92%	20%	76%
1 Jan 06- 21 Aug 06	98,777	84%	24%	(Avail. Sept.)

	Total	Active (AC)	Reserve (RC)	Change AC	Change RC
	6,511	1,476	5,035	+ 81 (3.8%)	- 218 (4.2%)

Totals	1,317	
Most Common Diagnoses		
Musculoskeletal System	43%	
Mental Disorders	12%	
(Effects of) Injuries and Poisoning	9%	

A-005
6 of 18

Deployment Health Report – August 2006

Emphasis on OIF, OEF

Organization

- **Casualty Summary - Deaths and Injuries**
- **Severely Injured**
 - Amputations
 - Traumatic Brain Injuries
- **Disease and Non-battle Injuries (DNBI)**
- **Medical Air Transports from CENTCOM**
- **Post-deployment Health Assessment
and Re-Assessment**
- **Medical Holding**
- **Medical Evaluation Board Results**

OIF/OEF	CAS TYPE	Army				Navy			Marines			Air Force			Totals
		USA	ARNG	USAR	USN	USMC	USMC	USAF	ANG	USAF	ANG	USAF	ANG	USAF	
OIF	Has Death	1,826	286	71	20	15	543	98	12	0	0	0	0	0	3,653
OIF	Non-Has Dth	269	84	22	17	2	111	11	8	1	1	0	0	0	536
OIF	WIA	8,813	2,952	859	336	83	5,572	697	60	59	0	0	0	0	19,609
OEF	Has Death	109	21	8	15	1	18	0	8	1	0	0	0	0	173
OEF	Non-Has Dth	74	15	11	13	0	24	2	15	0	0	0	0	0	155
OEF	WIA	602	84	43	9	0	83	2	47	4	0	0	0	0	800

USA - Army Active; ARNG - Army National Guard; USAR - Army Reserve; USN - Navy Active; USMC - Marine Corps Active; USAF - Marine Corps Reserve;
 USAR - Air Force Active; ARNG - Air National Guard; USAR - Air Force Reserve
 OIF - Operation Iraqi Freedom; OEF - Operation Enduring Freedom; WIA - Wounded in Action; MIA - Missing in Action; KIA - Killed in Action; Dth - Death; WIA - Wounded in Action; MIA - Missing in Action; KIA - Killed in Action

Total Deaths - 2,929

Total WIA - 20,489

Source: Defense Manpower Data Center, Statistical Information Analysis Division

DoD AMPUTEES 25 JULY 2006

Most Common Causes

1. IED	44%
2. ACCIDENT	17%
3. BLAST	8%
4. RICKET PROPELLED GRENADE	8%
5. GUNSHOT WOUND	6%

AMPUTATIONS DUE TO OPERATIONS IN IRAQ, AFGHANISTAN, AND NON- DEPLOYMENT RELATED

	73%	15%	12%	
	BATTLE INJURY	DISEASE AND NON- BATTLE INJURY	NOT RECORDED	
INJURY LOCATION				
				TOTAL
AE	32	7	0	39
AE, BE	1	1	0	2
AE, BK	2	0	0	2
AE, Thru Knee	1	0	0	1
AK	28	9	4	41
AK, AE	2	0	0	2
AK, BK	15	2	0	17
AK, BK, BE	1	0	0	1
AK, Partial Hand	1	0	0	1
AK, Thru Knee	1	1	0	2
AK, Wrist Disarticulation, Partial Hand	1	0	0	1
Amputee	0	1	1	2
BE	45	3	0	48
BKA AK	12	0	0	12
BKA AK, BE	1	0	0	1
BKA BE	4	0	0	4
BKA BK	20	2	1	23
BK	137	23	2	162
BK, Symes	2	0	0	2
BK, Thru Knee	1	1	0	2
Thru Knee	6	3	0	9
Hip Disarticulation	1	3	0	4
Hip Disarticulation, AK	2	0	0	2
Hip Disarticulation, AK, BE	2	0	0	2
Hip disarticulation, BK	1	0	0	1
Shoulder Disarticulation	6	1	0	7
Foot	3	1	1	5
Hand	4	1	0	5
Stump	1	0	0	1
Wrist Disarticulation	3	0	0	3
Distal Thumbs	1	0	0	1
Finger(s)	65	33	6	104
Finger(s) & other injuries	26	3	0	29
Midfoot	1	0	0	1
Partial Foot	3	0	0	3
Partial Hand	4	1	0	5
Thumb	4	0	1	5
Thumb & other injuries	11	0	0	11
Toes(s)	10	3	2	15
Toes(s) & other injuries	4	0	0	4
(blank)	0	0	1	1
Grand Total	548	124	19	691

ONE OR MORE LINES OR TOTAL FOOT/HAND

44% 63%

22% 31%

key:

AE	above elbow
BE	below elbow
AKA	above knee
BKA	below knee
Symes	foot

Source: WRAMC Center for Amputation Care & Rehab³
POC: Colonel Michael J. Carino, OTSG

AMPUTEES: 7 December 2001—25 July 2006

ARMY, AIR FORCE, MARINES, NAVY

MECHANISM OF INJURY	MISSION			Total	
	OIF	OEF	Unaffiliated		
IED	307	10		317	44.0%
BLAST	52	3	2	57	7.9%
RPG	53	3		56	7.8%
GSW	41	4	1	46	6.4%
MVA	14	1	26	41	5.7%
LANDMINE	27	13		40	5.5%
ACCIDENT	22	1	9	32	4.4%
CRUSH INJURY	29	1	3	33	4.6%
GRENADE	17	4	2	23	3.2%
UNKNOWN	10	1	8	19	2.6%
MORTAR	13			13	1.8%
DISEASE		1	9	10	1.4%
SHRAPNEL	9			9	1.2%
DEGLOVING	6		1	7	1.0%
AIRCRAFT ACCIDENT	6			6	0.6%
BURNS	2		2	4	0.6%
ANTI-TANK MINE	3			3	0.4%
BLUNT TRAUMA	2			2	0.3%
AVULSION	1			1	0.1%
LACERATION	1			1	0.1%
PARACHUTE ACCIDENT			1	1	0.1%
Total	615	42	64	721	
	85%	6%	9%		

Source: WRAH

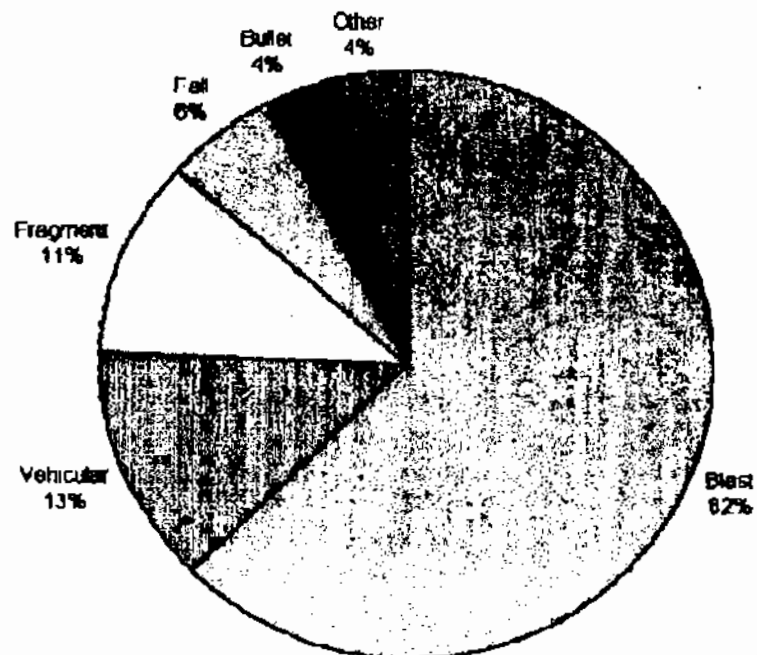
POC: Colonel Michael J. Carino, OTSG

A-005
10 of 18

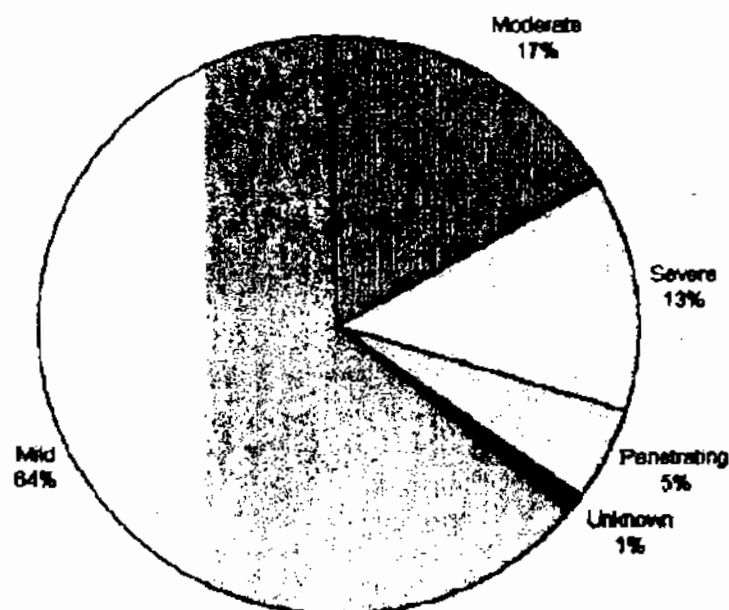
TRAUMATIC BRAIN INJURY

Data from Defense Veterans Brain Injury Center (DVBIC) June 2006

TBI INJURY MECHANISM



TBI SEVERITY OF INJURY



Operational Breakout:

OEF - 4%

OIF - 96%

Source: Defense Veterans Brain Injury Center
POC: Colonel Michael J. Carino, OTSG

Medical Air Transports from CENTCOM for OEF/OIF

Total Number of Individuals Transported: 34,886

Distribution by Underlying Condition:

- **Disease** **59%**
- **Non-Battle Injury** **22%**
- **Battle Injury** **19%**

Data Source: USTRANSCOMTRAC2ES

As of 14 August 2006

GWOT Medical Air Transports (MAT)

OIF - MATs (since 19 March 2003)						
	TOTAL	USA	USN	USMC	USAF	USCG
BI - Battle Injury MATs	6,054	4,325	114	1,566	481	1
NBI - Non Battle Injury MATs	6,314	5,069	183	806	251	5
Dz - Disease MATs	17,326	15,052	438	1,087	740	9
OEF - MATs since 07 October 2001)						
	TOTAL	USA	USN	USMC	USAF	USCG
BI - Battle Injury MATs	522	418	9	67	28	0
NBI - Non Battle Injury MATs	1,268	885	62	130	191	0
Dz - Disease MATs	3,402	2,543	118	180	559	2
TOTAL - All Medical Air Transports	21,150	17,995	741	2,663	1,459	12

Data Source: USTRANSCOM TRAC2ES, As of 14 August 2006

a

A-005
13 of 18

11-L-0559/OSD/60391

Post-deployment Health Re-Assessments

Key Results – Cumulative

June 1, 2005 – August 21, 2006

	Health Excellent, Good, Fair	Medical/ Physical Concerns	Environ- mental Concerns	Mental Health Concerns	Referral Indicated for any reason
Active Duty (N=80,266)	85%	32%	17%	28%	18%
Reserve Components (N=18,511)	79%	61%	42%	47%	50%

Data Source: Defense Medical Surveillance System, Army
Medical Surveillance Activity

As of 21 August 2006

Post-deployment Health Assessment

Key Results - Cumulative

January 1, 2003 – August 21, 2006

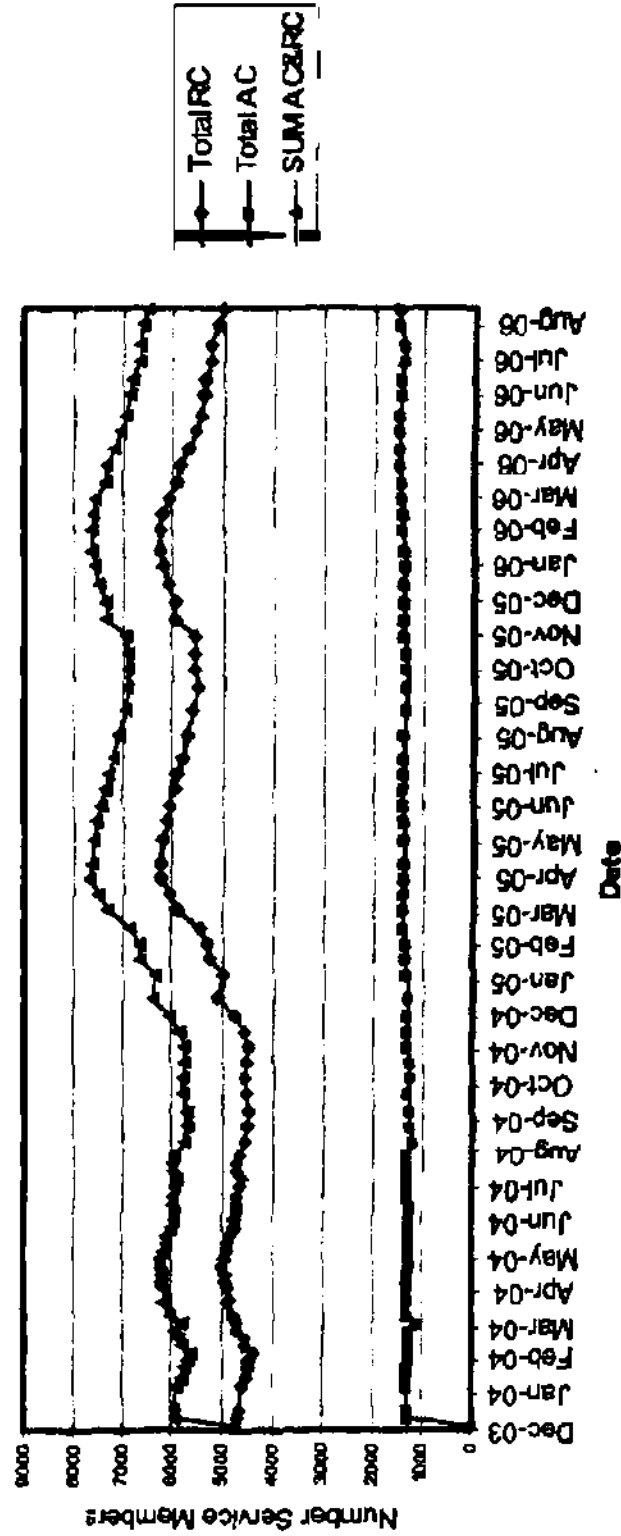
	Health (Excellent)	Very Good	Good	Fair	Poor
Active Duty (N = 614,444)	93%	22%	6%	4%	18%
Reserve Components (N = 360,190)	90%	40%	12%	6%	24%

Data Source: Defense Medical Surveillance System,
As of 21 August 2006

Medical Hold Overview

Total Force, not just GWOT-related

All Services - August 15, 2006
Summary of Active Component (ME&MH) & Reserve Components (ME&MHO)



Source: Services SGs
As of 15 August 2006

MEDICAL HOLD	Total		Combined Total
	AC	RC	AC & RC
Army	1037	4,209	5,246
Navy	102	167	269
Marine Corps	284	407	691
Air Force	53	252	305
TOTAL - August 15,2006	1,476	5,035	6,511

Medical Evaluation Boards (MEB)

Most Common Major Categories of Diagnoses Among Service Members Completing MEBs (8 July 2006 – 7 August 2006)

		<u>Number of Members</u>	<u>% of Total</u>	
Musculoskeletal System		562	43%	
Lower back pain	139			
Knee pain	72			
Degenerative disc dio	58			
Foot and ankle pain	31			
Mental Disorders		159	12%	
PTSD	51			
Depression	31			
Bipolar disorder	30			
Other	47			
Injury and Poisoning		123	9%	
Nervous System and Sense Organs		82	6%	
Respiratory System		78	6%	
Asthma	73			
Symptoms, Signs, Ill-Defined Conditions		68	5%	
All 14 Other Major Categories		245	19%	13

10/26/2006

TO: Secretary Rumsfeld
cc: David Chu
William Winkenwerder
FROM: Dorrance Smith *DS*
SUBJECT: Deployment Health Report
Ref: Snowflake **093006-13**

Sir,

The press office is arranging an interview for Dr. Winkenwerder with a major newspaper or wire service to present the findings of the report and our efforts in continuing to provide excellent health care to our service members.

Additionally, surrogates operation will send the findings to military analysts, think tanks and opinion leaders. The team will also work Dr. Winkenwerder to schedule a possible roundtable with these contacts to address their questions personally.

11-L-0559/OSD/60397

OSD 16898-06



10/26/2006 6:00:20 PM

~~FOUO~~

October 24, 2006

TO: Dorrance Smith

FROM: Donald Rumsfeld

D.R.

SUBJECT: **More** Talk Radio

I think **we** should be doing more **talk** radio.

Thanks.

DHR:dh
SF102406-20

OSD 16899-06



10/26/2006 6:03:24 PM

.....

11-L-0559/OSD/60398

~~FOUO~~

October 24, 2006

TO: Dorrance Smith

FROM: Donald Rumsfeld

DR

SUBJECT: More Talk Radio

I think we should be doing more talk radio.

Thanks.

DHR:dh
SF102406-20

OSD 16899-06



10/26/2006 6:03:24 PM

.....

Done.

DS

~~FOUO~~

11-L-0559/OSD/60399

OSD 16899-06



10/26/2006 6:03:19 PM

~~FOUO~~

October 24, 2006

TO: Dorrance Smith

FROM: Donald Rumsfeld *D.R.*

SUBJECT Sean Hannity to Iraq

I think we should take Sean Hannity with us the next time we go to Iraq.

Thanks.

DHR dh
SF102406-19

OSD 16900-06



10/26/2006 6 06 31 PM

.....

11-L-0559/OSD/60400

~~FOUO~~

October 24, 2006

TO: Dorrance Smith

FROM: Donald Rumsfeld

D.R.

SUBJECT: Sean Hannity to Iraq

I think we should take Sean Hannity with us the next time we go to Iraq.

Thanks.

DHR:dh
SF102406-19

OSD 16900-06



10/26/2006 6:06:31 PM

*SIR,
WE WILL INVITE HIM ON YOUR
NEXT IRAQ TRIP.*

DS

~~FOUO~~

11-L-0559/OSD/60401

OSD 16900-06



10/26/2006 6:06:28 PM

~~FOUO~~

October 25, 2006

TO: Dorrance Smith

CC: (b)(6)

FROM: Donald Rumsfeld

DR

SUBJECT File of Articles on Myths

Please put together a file of articles on myths about me and give me a copy of the file.

Also, please give a copy of the file to (b)(6)

Thanks.

DHR:ss
SF102506-10

OSD 16901-06



10/26/2006 6:13:25 PM

.....
Please Respond By 11/07/06

11-L-0559/OSD/60402

RAPID RESPONSE: Setting The Record Straight

Since Sept. 1, 2006 the OSD Writers Group has sent out 58 Letters to the Editor. 33 have been published.

TWO detailed rebuttals were also posted on the For the Record page of defenselink.mil.

■ Published Responses

Letters To The Editor In Response To:

1. "Rumsfeld: Iraq critics morally confused," *USA Today*, 8/29/06
2. "Rumsfeld says critics appeasing fascism," *LA Times*, 8/30/06 (Ran Op-Ed instead)
Letters also sent to the following papers which syndicated the original *LA Times* story:
 1. San Jose Mercury News,
 2. Seattle Times,
 3. *Pittsburgh Post Gazette*,
 4. St. Paul Pioneer Press, (Ran Op-Ed instead)
 5. Contra Costa Times (Ran letter from reader instead)
3. "Rummy's dangerous ruminations," *Star Democrat* (Maryland), 9/1/06
Responding to 9/1 Snowflake
4. "Five years on," *The Economist*, 9/2/06
5. "A handsome, but cranky, coot," *Chicago Tribune*, 9/5/06
6. "Rumsfeld undergoes surgery for bum shoulder," *Agence France Presse*, 9/5/06 (NOTE: **AFP** does not publish letters to the editor)
7. "Security front and center in new Capitol Hill session," *San Francisco Chronicle*, 9/6/06
8. "A sudden sense of urgency," *The New York Times*, 9/7/06 (Used by Fox News' Brit Hume, Posted on the Early Bird)
9. "No firing of Rumsfeld to appease democrats," *Washington Post*, 9/8/06
10. "Bush's detainee plan is criticized," *Washington Post*, 9/8/06
11. "Iraq post-war plan forbidden," *Pittsburgh Post Gazette*, 9/9/06
12. "The Islamofascists" and "perspectives page," *Newsweek*, 9/11/06
13. "Rumsfeld lecture out of line," *Denver Post*, 9/12/06
14. "Time to change top leadership," *The Macon Telegraph*, 9/13/06
15. "Rumsfeld criticized," *Richmond Times-Dispatch*, 9/13/06
16. "Intimidation and deception," *The Chattanooga Times Free Press*, 9/14/06
17. "Fire Rumsfeld," *The Buffalo News*, 9/15/06
18. "Iraq: War planned in 1990s," *The Charleston Gazette*, 9/16/2006
19. "Who's to blame for the war," *Kansas City Star*, 9/17/06
20. "Put Rumsfeld out to pasture," *Sun Sentinel*, 9/18/06
21. "General: Rumsfeld scotched post-war planning for Iraq," *Pensacola News Journal*, 9/18/06
22. "Why we're losing," *National Post* (Canada), 9/19/06
23. "Living in confusing times," *Times Union (Albany)*, 9/19/06
24. "Failings of the Rumsfeld doctrine," *Christian Science Monitor*, 9/21/06
25. "Rumsfeld Also Plays Hardball On Pentagon's Squash Courts," *The New York Times*, 9/24/06
(Ran letter from Larry Di Rita instead)
26. "On Rumsfeld," *El Diario*, 9/26/06 (Bilingual Spanish & English letter)
27. "U.S. Broadcasts Into Iran Called Too Soft," 16 *Knight-Ridder* Newspapers, 9/27/06 (Ran in the Early Bird)
 1. *Miami Herald*, 9/27/06
 2. *Belleville News Democrat*, 9/26/06
 3. *Bradenton Herald*, 9/26/06
 4. *Centre Daily Times*, 9/26/06

5. *Columbus Ledger-Inquirer*, 9/26/06
6. *Contra Costa Times*, 9/26/06
7. *Fort Wayne News Sentinel*, 9/26/06
8. *Knight-Ridder Washington Bureau*, 9/26/06
9. *Macon Telegraph*, 9/26/06
10. *Myrtle Beach Sun News*, 9/26/06
11. *Sacramento Bee*, 9/27/06
12. *San Jose Mercury News*, 9/26/06
13. *The State* (South Carolina), 9/26/06
14. *Charlotte Observer*, 9/26/06
15. *San Luis Obispo Tribune*, 9/26/06
16. *The Monterey Herald*, 9/26/06
28. "Rumsfeld admits progress in Afghanistan not all encouraging," *AFP*, 10/7/06 (NOTE: *AFP* does not publish letters to the editor)
29. "Time for a change in Iraq," *Sunday Times* (London), 10/8/06
30. "The Week," *National Review*, 10/9/06
31. "Forget Joe, Fire Rummy," *NY Daily News*, 10/10/06
32. "Problems in Iraq should not deter U.S. commitment to freedom." *CSM*, 10/11/06
33. "A Sad Litany of Failures." *U.S. News & World Report*, 10/15/06 (Will run in next issue)
34. "Confessions of a 'Defeatocrat,'" *Washington Post*, 10/15/06 (Will run 10/28)
35. "No More Huffing and Puffing," *The Weekly Standard*, 10/18/06 (Will run in next issue)
36. "More Troops Not Solution To Iraq Crisis, Experts Say," *The Baltimore Sun*, 10/23/06
37. "Trying to Contain the Iraq Disaster," *New York Times*, 10/24/2006 (Posted on the Early Bird 10/25)

Other Published Letters to the Editor From The Dept. Based On The Early Bird:

1. "White House fires back at McCain's comment on Iraq," *The Washington Times*, 9/1/06
2. "Seeking Justice," *The Washington Times*, 9/11/06
3. "JAG proliferation," *The Washington Times*, 9/28/06
4. "Bush hits Democrats on N. Korea talks," *The Washington Times*, 10/12/06
5. "U.S. is recruiting misfits for the Army," *San Francisco Chronicle*, 10/1/06

Other Responses:

Detailed rebuttals posted in response to:

1. "How to Lose a War," *Washington Post*, 10/4/06
2. "The Rise of Jihadistan," *Newsweek*, 10/19/06

An Op-Ed responding to misrepresentations of the American Legion speech was published by:

1. *The LA Times*
and syndicated to:
 2. *Ft. Wayne Journal Gazette*,
 3. *Orlando Sentinel*,
 4. *St. Paul Pioneer Press*,
 5. *San Jose Mercury News*.

Reporters were contacted from the following news organizations via telephone or e-mail regarding issues related to the Dept. of Defense: Associated Press, Agence France Presse, Reuters, ABC (Martha Raddatz), CNN (John Roberts), and Fox News (Ed Rollins).

Misleading Headline

USA Today's article on Defense Secretary Donald Rumsfeld's address to the American Legion's national convention misled readers regarding his remarks. The headline, "Rumsfeld: **Iraq** critics morally confused," suggests that Secretary Rumsfeld labeled critics of the Iraq war as "morally confused."

In fact, the secretary never mentioned any critics of the Iraq war in his remarks.

Secretary Rumsfeld reminded people of the similarities between past and current conflicts and warned against a "blame America first" mentality that could undermine **our** efforts in the current struggle against violent extremism.

Judging by the response — three standing ovations — his remarks struck a chord.

We invite your readers to read the full text of the secretary's remarks at <http://www.defenselink.mil/speeches/>.

Dorrance Smith, Assistant Secretary of Defense for Public Affairs, Washington

San Jose Mercury News
September 3, 2006

Rumsfeld Story Missed Key Point

The article (Page 6A, Aug. 30) discussing Secretary of Defense Donald Rumsfeld's address to members attending the American Legion National Convention on Aug. 29 was misleading and prevented your readers from gaining an accurate summary of the secretary's remarks.

For example, it stated, "By likening today's U.S. foreign policy to that during World War II and the Cold War, Rumsfeld sought to portray skeptics of the Bush administration as being on the wrong side of history." This is not anything the secretary actually said.

We invite your readers to read the full text of the secretary's remarks at www.defenselink.mil/speeches.

The secretary's remarks were an effort to remind people of the similarities between past and current periods in U.S. history, so that a mentality of dismissing real and gathering threats does not undermine our nation's ability to prevail in what will be a long and difficult struggle against violent extremists.

Dorrance Smith, Assistant Secretary of Defense for Public Affairs, Washington, D.C.

Seattle Times
September 13, 2006

Rumsfeld In Context .

"Rumsfeld: Bush critics similar to Nazi appeasers" [News, Aug. 30], discussing Defense Secretary Donald Rumsfeld's address to members attending the American Legion National Convention on Aug. 29, was misleading and prevented your readers from gaining an accurate summary of the secretary's remarks.

For example, Los Angeles Times staff writer Julian E. Barnes wrote, "By likening today's U.S. foreign policy to that during World War II and the Cold War, Rumsfeld sought to portray skeptics of the Bush administration as being on the wrong side of history."

This may have been Mr. Barnes' interpretation, but it is not anything the secretary actually said.

We invite your readers to read the full text of the secretary's remarks at www.defenselink.mil/speeches

The secretary's remarks were an effort to remind people of the similarities between past and current periods in U.S. history, so that a mentality of dismissing real and gathering threats does not undermine our nation's ability to prevail in what will be a long and difficult struggle against violent extremists.

Dorrance Smith, assistant secretary of Defense for **public** affairs, Washington, **D.C.**

Pittsburgh Post-Gazette
September 13, 2006

Rumsfeld's Remarks

The Aug. 30 article discussing Secretary of Defense Donald Rumsfeld's address to members attending the American Legion National Convention on Aug. 29 **was** misleading and prevented your readers from gaining an accurate summary of the secretary's remarks ("Rumsfeld: Bush Critics Are Like Nazi Appeasers").

For example, the article said, "By likening today's U.S. foreign policy to that during World War II and the Cold War, Rumsfeld sought to portray skeptics **of the Bush** administration as being on the wrong side of history." This may have been the reporter's interpretation, but it is not anything the secretary actually said.

We invite your readers to read the full text of the secretary's remarks at www.defenselink.mil/speeches.

The secretary's remarks were **an** effort to remind people of the similarities between past and current periods in U.S. history, so that a mentality of dismissing real and gathering threats does not undermine our nation's ability to prevail in what will be a long and difficult struggle against violent extremists.

Dorrance Smith, Assistant Secretary of Defense for Public Affairs, Washington, D.C.

Easton (MD) Star Democrat
September 19, 2006

Spitzer Misquotes Secretary Rumsfeld

Carlton Spitzer's Sept. 1 column, which discussed Secretary Rumsfeld's recent address to the American Legion National Convention, was inaccurate.

Mr. Spitzer wrote that Secretary Rumsfeld claimed "critics of the administration's policies 'weaken the ability of free societies to persevere.'"

This it is not what the Secretary said. In fact, the Secretary warned that:

"[I]n any long struggle or long war, any kind of moral or intellectual confusion about who and what is right or wrong, can weaken the ability of free societies to persevere."
(emphasis added)

He did not equate this notion with critics of the administration. Mr. Spitzer also falsely claimed that the Secretary "equate[d] constructive dissent in a free society to efforts by some leaders 67 years ago to appease Adolf Hitler."

He said nothing of the kind, which is why Mr. Spitzer could not quote the Secretary as having said anything of the sort.

In fact, the Secretary's remarks were an effort to remind people of the similarities between past and current periods in U.S. history, so that a mentality of dismissing real and gathering threats while focusing nearly exclusively on American imperfections does not undermine our nation's ability to prevail in what will be a long and difficult struggle against violent extremists.

We invite your readers to read the full text of the Secretary's remarks at www.defenselink.mil/speeches.

DORRANCE SMITH, Assistant Secretary of Defense for Public Affairs

Defending Strategy In Iraq

SIR – You assert that difficulties in Iraq can be explained by errors such as “disbanding Iraq’s army [and] committing too few American troops”, which you claim are the fault of Donald Rumsfeld, America’s secretary of defence (“Five years on”, September 2nd). A few facts are in order. Although officially disbanded in May 2003 by coalition officials in Iraq, the Iraqi military had already largely disbanded itself by then. As the commander of the top division in the Iraqi Republican Guard explained: “I started the war with 13,000 soldiers. By the time we had orders to pull back to Baghdad, I had less than 2,000; by the time we were in position in Baghdad, I had less than 1,000. Every day the desertions increased.”

It is also incorrect to suggest that Mr Rumsfeld opposed sending more troops to Iraq. The secretary has regularly asked General John Abizaid, who took command of the mission in the summer of 2003, if he had all the necessary resources, and, if not, what more was required to carry out a successful campaign. Commanders in the field have consistently said that they need more intelligence and Iraqi forces, not American troops. General Tommy Franks, General Abizaid’s predecessor, told the Senate in July 2003, when he was still in command in Iraq, that: “There has been [the] suggestion that perhaps there should be more troops. And in fact, I can tell you...that if more troops are necessary, this secretary’s going to say yes.” Reliance on the counsel and advice of experts continues today.

Dorrance Smith, Assistant secretary of defence for public affairs, Department of Defence, Washington, DC



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
1400 DEFENSE PENTAGON
WASHINGTON, DC 20301-1400

PUBLIC AFFAIRS

September 6, 2006

Editor

Chicago Tribune

435 N. Michigan Ave.

Chicago, IL 60611-4041

To the Editor:

Charles Madigan's September 5, 2006 column, which discussed Secretary Rumsfeld's address to the American Legion National Convention last week, was misleading and prevented your readers from gaining an accurate summary of the Secretary's remarks.

Madigan wrote, "[Rumsfeld] suggested opponents of the war are suffering some kind of 'moral and intellectual confusion' and somehow have forgotten the lessons of history. There were references to Hitler and appeasement in the speech. Critics, then, are quislings?" This may have been Mr. Madigan's interpretation, but it is not anything the Secretary actually said. As even *The New York Times* noted:

"Mr. Rumsfeld's speech on Tuesday did not explicitly mention the Democrats, and he cited only comments by human rights groups and in press reports as evidence of what he described as 'moral or intellectual confusion about who or what is right or wrong.' ... he did not directly compare current critics of the war in Iraq to those who sought to appease Hitler, his juxtaposition of the themes led Democrats to say that he was leveling an unfair charge." (emphasis added)

The Secretary's remarks were an effort to remind people of the similarities between past and current periods in U.S. history, so that a mentality of dismissing real and gathering threats while focusing nearly exclusively on American imperfections -- rather than the nature of the enemy -- does not undermine our nation's ability to prevail in what will be a long and difficult struggle against violent extremists.

When a database search of America's leading newspapers turns up literally 10 times as many mentions of one of the soldiers who has been punished for misconduct at Abu Ghraib than the mentions of Sergeant First Class Paul Ray Smith, the first recipient of the Medal of Honor in the Global War on Terror, something is seriously wrong.



11-L-0559/OSD/60411

..

Mr. Madigan's devotion of almost an entire column to the Secretary belies his claim that Rumsfeld has "not very engaging of late," and we invite your readers to see why that is for themselves. The full text of the Secretary's remarks can be found at www.defenselink.mil/speeches.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Whitman", written over the printed name.

Bryan Whitman
Deputy Assistant Secretary of Defense
for Public Affairs