



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

CM-0147-06
11 January 2006

11:26

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM Admiral E. P. Giambastiani, VCJCS

SUBJECT: Comparison of Defense Expenditures (SF 122905-22)

- **Answer.** In response to your issue (TAB A), we've reviewed the numbers in my 21 November 2005 memorandum and found them to be correct. The numbers were drawn from the most recent International Institute for Strategic Studies (IISS) Military Balance report. A comparison was made of the IISS data with those from the most recent CIA World Factbook and the most recent NATO figures (TAB B).
- **Analysis.** The IISS data for 2004 cited is consistent with the CIA and NATO numbers. For NATO countries, all discrepancies were less than 0.2 percentage points.
- A salutary change was adopted in 2004 in the official NATO definition of defense expenditures, which may have contributed to your concerns regarding the accuracy of the 2.8 percentage figure for Greece. This change excludes expenditures on paramilitary police forces, border patrol, and customs personnel unless they are equipped and trained to support defense forces and are realistically deployable. This reduced the figures for Greece by roughly 1.5 percentage points (TAB C). Greece, Hungary, Portugal, and Turkey are noted in TAB B as the countries most affected by this change.

COORDINATION: NONE

Attachments:
As stated

copy to:
CJCS

Prepared By: Colonel Craig Franklin, USAF; OVCJCS (b)(6)

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OSD 00480-06

11-L-0559/OSD/46366

TAB A
~~FOUO~~

1: 26

TO: ADM Ed Giambastiani
FROM: Donald Rumsfeld *DR*
SUBJECT: Comparison of Defense Expenditures

I looked at this paper you sent on US and Foreign Defense Expenditures. My impression is that the numbers you have for Greece, for example, as a 2.8 percentage of GDP is not correct. There may be other errors as well.

You might want to have someone check it over.

Thanks.

Attach.

VCJCS memo to SD re: Comparison of U.S. and Foreign Defense Expenditures (OSD 22784-05)

DHR:ab
122905-22 (TS).doc

Please respond by January 19, 2006

~~FOUO~~

Tab A

OSD 00480-06



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20315-0000

2005

5-39

all
r/p/g

21 November 2005

MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Comparison of U.S. and Foreign Defense Expenditures

1. A common comparison of defense spending cited in the press is that, in absolute terms, the U.S. spends more than the next "X" countries combined. According to the most recent International Institute for Strategic Studies (IISS) "Military Balance" report (October 2005), U.S. defense spending totaled \$455.9 billion in 2004, compared with \$454.3 billion for the next fifteen largest spenders combined. Attachment 1 is a list of the top fifty countries from the IISS defense expenditure data (actual outlays where available, vice budget authority).

2. When compared by defense expenditure as a percentage of Gross Domestic Product (GDP), the U.S. was tied for 29th in 2004 (up from 47th in 2002). Attachment 2 is a bar chart showing the top fifty countries ranked by 2004 defense spending as a percentage of GDP.

Very respectfully,

E. P. GIAMBASTIANI
vice Chairman
of the Joint Chiefs of Staff

Analytic

Attachments:

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Tab A

OSD 22784-05

Defense Expenditures, Top 50 Countries, 2004
Source: ISS, "The Military Balance, 2005 - 2006"

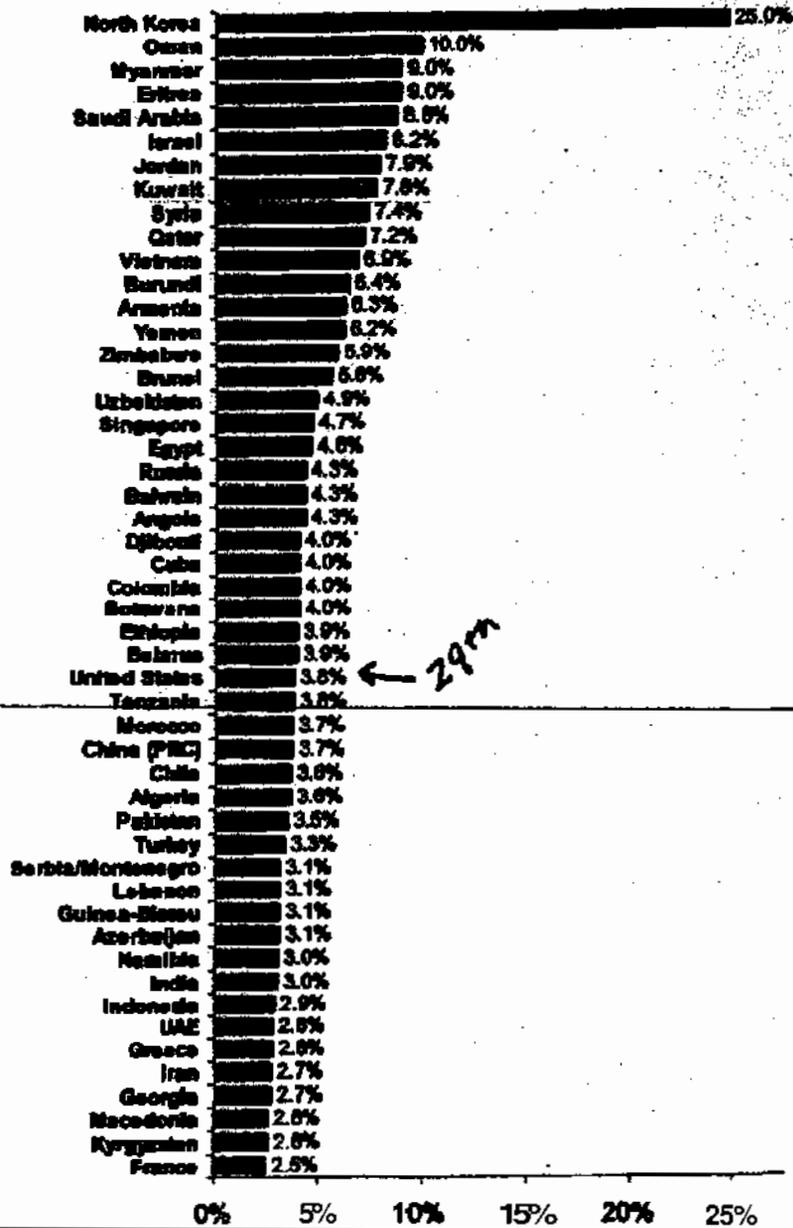
United States	1	434,908	3.6%
China (PRC)	2	62,538	3.7%
Russia	3	61,300	4.3%
France	4	51,698	2.9%
United Kingdom	5	48,618	2.3%
Japan	6	45,181	1.6%
Germany	7	37,780	1.4%
Italy	8	36,537	1.8%
Saudi Arabia	9	28,918	8.8%
India	10	19,647	3.8%
South Korea	11	18,386	2.4%
Australia	12	14,518	2.3%
Spain	13	12,588	1.2%
Canada	14	11,418	1.1%
Turkey	15	10,116	3.3%
Israel	16	8,882	8.2%
Netherlands	17	8,877	1.8%
Brazil	18	8,232	1.6%
Indonesia	19	7,583	2.8%
Tehran	20	7,519	2.4%
Myanmar	21	6,238	9.0%
Ukraine	22	6,000	1.9%
Greece	23	5,868	2.8%
North Korea	24	5,808	25.0%
Sweden	25	5,307	1.9%
Singapore	26	5,042	4.7%
Poland	27	4,886	1.9%
Norway	28	4,431	1.5%
Belgium	29	4,361	1.2%
Iran	30	4,182	2.7%
Kuwait	31	3,988	7.8%
Switzerland	32	3,952	1.6%
Colombia	33	3,900	4.0%
Denmark	34	3,598	1.4%
Egypt	35	3,536	4.6%
Pakistan	36	3,437	3.6%
Vietnam	37	3,177	6.6%
South Africa	38	3,176	1.4%
Chile	39	3,158	3.6%
Algeria	40	2,844	3.8%
Portugal	41	2,330	1.6%
Mexico	42	2,771	0.4%
Malaysia	43	2,741	2.3%
Belarus	44	2,708	3.9%
UAE	45	2,588	2.8%
Oman	46	2,563	10.0%
Finland	47	2,483	1.3%
Uzbekistan	48	2,408	4.9%
Austria	49	2,222	0.8%
Qatar	50	2,068	7.2%

Tab A

Attachment 1

**Defense Expenditures as a % of GDP
Top 50 Countries, 2004**
Source: BSG, "The Military Balance, 2005-2006"

Dark Blue = Countries also in Top 20 by Absolute Spending



← 29m

Tab A
Attachment 2

TAB B

Information for the Press

08 December/décembre/декабря 2005

**NATO-RUSSIA COMPENDIUM OF
FINANCIAL AND ECONOMIC DATA RELATING TO DEFENCE**

**COMPENDIUM OTAN-RUSSIE SUR LES DONNEES ECONOMIQUES ET
FINANCIERES CONCERNANT LA DEFENSE**

**СБОРНИК ФИНАНСОВО-ЭКОНОМИЧЕСКИХ ДАН
ПО ОБОРОННОМУ СЕКТОРУ НАТО-РОССИЯ**

Data provided by NRC nations.
Compiled by Data Analysis Section,
Force Planning Directorate,
Defence Policy and Planning Division,
NATO International Staff

DEFENCE EXPENDITURES OF NRC COUNTRIES (1985-2005)

The figures given in Table 1 represent payments actually made or to be made during the course of the fiscal year. They are based on the NATO definition of defence expenditures. In view of the differences between this and national definitions, the figures shown may diverge considerably from those which are quoted by national authorities or given in national budgets. For countries providing military assistance, this is included in the expenditures figures. For countries receiving assistance, figures do not include the value of items received. Expenditures for research and development are included in equipment expenditures and pensions paid to retirees in personnel expenditures.

Defence expenditures as of 2002 and personnel figures as of 2003 have been calculated on the basis of the revised NATO definition agreed in 2004, which excluded expenditure on Other Forces from the totals reported to NATO, except in the case of those elements of Other Forces which are structured, equipped and trained to support defence forces and which are realistically deployable. Most nations have reported defence expenditures according to this new definition, and in some cases (Greece, Hungary, Portugal and Turkey), this has resulted in a significant apparent decrease in defence expenditures. A few, however (France, Italy, Luxembourg and Netherlands), continue to have difficulty meeting this requirement and the data provided by these countries did not fully accord with the new NATO definition on defence expenditures. For the Netherlands, data reflect the 2004 approved defence budget. For the Russian Federation, data was provided based on the previous NATO definition.

SUMMARY

Table 1:	Total defence expenditures
Table 2:	Gross domestic product (GDP) and defence expenditure annual volume change
Table 3:	Defence expenditures as % of GDP
Table 4:	GDP and defence expenditures per capita
Table 5:	Distribution of defence expenditures by category
Table 6:	Armed forces

READERS GUIDE

France is a member of the Alliance but does not belong to the integrated military structure and does not participate in collective force planning. The defence data relating to France are indicative only.

Iceland has no armed forces.

The Czech Republic, Hungary and Poland joined the Alliance in 1999.

From 2001 on, United Kingdom has changed its accounting system for defence expenditures from "cash basis" to "resource basis".

For nine European NATO member countries, monetary values are expressed in national currencies up to 2001. As from 2002, they are expressed in euros.

Bulgaria, Estonia, Latvia, Lithuania, Romania, the Slovak Republic and Slovenia joined the Alliance in 2004.

From 2005 onwards, monetary values for Turkey are expressed in "New Turkish Lira".

To avoid any ambiguity the fiscal year has been designated by the year which includes the highest number of months: e.g. 2004 represents the fiscal year 2004-2005 for Canada and United Kingdom and the fiscal year 2003-2004 for the United States.

Because of rounding, the total figures may differ from the sum of their components

Conventional signs:	e	estimated		nil
		not available	//	not applicable
		break in continuity of series		decimal point

DEPENSES DE DEFENSE DES PAYS DU COR (1985-2005)

Les chiffres indiqués dans le Tableau 1 sont fondés sur la définition OTAN des dépenses de défense et représentent les paiements réellement effectués ou qui doivent l'être au cours de l'année fiscale. Ces chiffres peuvent accuser des variations sensibles par rapport aux chiffres correspondants qui figurent dans les documents budgétaires nationaux, en raison des différences existant entre les définitions nationales et la définition OTAN des dépenses de défense. Les données relatives aux pays qui fournissent une assistance militaire incluent les dépenses liées à cette assistance. En revanche celles-ci ne sont pas comptabilisées dans les dépenses des pays bénéficiaires. Les dépenses effectuées pour la recherche et le développement sont incluses dans les dépenses d'équipement et les pensions versées aux retraités sont comprises dans les dépenses effectuées pour le personnel.

Les dépenses de défense à partir de 2002 et les chiffres concernant le personnel à partir de 2003 ont été calculés sur base de la définition de l'OTAN révisée approuvée en 2004, qui exclut les dépenses relatives à la catégorie "Autres forces", lesquelles sont prises en compte dans les montants totaux communiqués à l'OTAN, sauf en ce qui concerne les éléments des « Autres forces » qui sont structures, équipés et entraînés pour le soutien de forces de défense, et qui pourraient être déployés. La plupart des pays ont communiqué leurs dépenses de défense selon cette nouvelle définition et, dans certains cas (Grèce, Hongrie, Portugal et Turquie), il en résulte une nette diminution de ces dépenses. Cependant, quelques autres pays (France, Italie, Luxembourg et Pays-Bas) continuent d'éprouver des difficultés à remplir cette exigence et les données qu'ils ont fournies ne répondent pas tout à fait à la nouvelle définition OTAN des dépenses de défense. Pour les Pays-Bas, les données reflètent le budget de la défense approuvé en 2004. Les données communiquées par la Fédération de Russie répondent à l'ancienne définition OTAN.

SOMMAIRE

Tableau 1:	Montant des dépenses de défense
Tableau 2:	Variation en volume du produit intérieur brut (PIB) et des dépenses de défense
Tableau 3:	Part des dépenses de défense dans le PIB
Tableau 4:	PIB et dépenses de défense par habitant
Tableau 5:	Repartition des dépenses de défense par catégorie
Tableau 6:	Forces armées

GUIDE DE LECTURE

Membre de l'Alliance, la France ne fait pas partie de la structure militaire intégrée et ne participe pas aux travaux communs de planification des forces. Les données concernant la défense de la France n'ont qu'une valeur indicative.

L'Islande n'a pas de forces armées.

La République tchèque, la Hongrie et la Pologne sont membres de l'Alliance depuis 1999.

A partir de 2001, le Royaume Uni a changé son système de comptabilité basé sur les décaissements en un système de comptabilité basé sur les coûts des ressources.

Pour neuf pays européens membres de l'OTAN, les valeurs monétaires sont exprimées en monnaies nationales jusqu'en 2001. À partir de 2002, elles sont exprimées en euros.

La Bulgarie, l'Estonie, la Lettonie, la Lituanie, la Roumanie, la République slovaque et la Slovaquie sont membres de l'Alliance depuis 2004.

À partir de 2005, les valeurs monétaires de la Turquie sont exprimées en "Nouvelles livres turques".

Pour supprimer toute ambiguïté, l'année fiscale a été désignée par le millésime de l'année qui contient le plus grand nombre de mois; p. ex. 2004 représente l'année fiscale 2004/2005 pour le Canada et le Royaume-Uni et l'année fiscale 2003/2004 pour les États-Unis.

Du fait des arrondis, les totaux peuvent ne pas coïncider avec la somme de leurs composantes

Signes conventionnels:	e	estimation	•	nul
	..	non disponible	//	sans objet
		rupture de série		point decimal

ОБОРОННЫЕ РАСХОДЫ СТРАН СРН (1985-2005 гг.)

В таблице № 1 представлены данные по произведенным на сегодняшний день выплатам при выплатам, которые предстоит произвести в течение финансового года. Они основаны на определении оборонных расходов, принятом в НАТО. В связи с различиями между настоящим определением и определениями, используемыми государствами, указанные данные могут существенно отличаться от данных, на которые ссылается руководство стран или которые представлены в оборонных бюджетах государств. Страны, оказывающие военную помощь, включают соответствующие данные о расходах. Страны, которым оказывается военная помощь, не включают в данные стоимость полученных предметов. Расходы на НМОКР включаются в расходы на вооружения и военную технику, а пенсии, выплаченные военным пенсионерам, – в расходы на личный состав.

Подсчет оборонных расходов, начиная с 2002 г., и данных по личному составу, начиная с 2003 г., делался на основе пересмотренного определения НАТО, согласованного в 2004 г. В соответствии с этим определением расходы по статье «другие силы» больше не включались в суммарные цифры, сообщаемые НАТО, за исключением тех подразделений других сил, структура, оснащение и подготовка которых позволяют им действовать в поддержку сил обороны, и которые реально могут быть развернуты. Большинство стран представили данные по оборонным расходам в соответствии с новым определением, что привело в ряде случаев (Греция, Венгрия, Португалия и Турция) к значительному явному сокращению оборонных расходов. Тем не менее, у некоторых стран (Франции, Италии, Люксембурга и Нидерландов) возникли сложности с выполнением данного требования, и представленные этими странами данные не соответствовали полностью новому определению оборонных расходов, принятому в НАТО. Для нидерландов приводятся данные по утвержденному оборонному бюджету на 2004 г. Данные по Российской Федерации были представлены на основе определения, использовавшегося в НАТО ранее.

КРАТКИЕ СВЕДЕНИЯ

- Таблица № 1: Общий объем оборонных расходов
- Таблица № 2: Валовой внутренний продукт (ВВП) и изменение объема оборонных расходов за год
- Таблица № 3: Доля оборонных расходов от ВВП (%)
- Таблица № 4: ВВП и оборонные расходы на душу населения
- Таблица № 5: Распределение оборонных расходов по категориям
- Таблица № 6: Вооруженные силы

РУКОВОДСТВО ДЛЯ ЧИТАТЕЛЯ

Франция является членом Североатлантического союза, но не входит в объединенную военную структуру и не участвует в коллективном планировании развития вооруженных сил. Данные по оборонным расходам, касающиеся Франции, являются лишь ориентировочными.

В Исландии нет вооруженных сил.

Чешская Республика, Венгрия и Польша вступили в Североатлантический союз в 1999 году.

Начиная с 2001 г. Великобритания изменила систему учета оборонных расходов, перейдя с кассового метода на ресурсный метод.

Е том что касается девяти стран НАТО, являющихся членами ЕС, до 2001 г. денежная стоимость выражена в соответствующей национальной валюте, а начиная с 2002 г. – в евро.

Болгария, Эстония, Латвия, Литва, Румыния, Словацкая Республика и Словения вступили в Североатлантический союз в 2004 г.

С 2005, денежная стоимость выражена в новых турецких лирах.

Для избежания двусмысленного толкования за финансовый год был взят год с наибольшим числом месяцев: например, 2004 год соответствует 2004-2005 финансовому году в случае Канады и Великобритании и 2003-2004 финансовому году в случае Соединенных Штатов.

Из-за округления итоговые цифры могут отличаться от суммы слагаемых
Условные обозначения:

e	предполагаемый	-	ноль
	нет в наличии	//	неприменимо
	нарушение непрерывности ряда	.	десятичный знак

Table 1: Difference expenditures of MRC countries
 Tableau 1 : Différences de dépenses des pays du COR
 Таблица 1: Расходы на оборону стран СРМ

Country / Pays / Страна	Currency unit / Unité monétaire (million) Денежная единица (млн)	1985	1990	1995	2000	2001	2002	2003	2004	2005a
(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
Current prices / Prix courants / Текущие цены										
Belgium / Бельгия	Belgian francs - Euros / Бельгийский франк - евро	144183	153905	131156	139711	136207	1334	3434	1570	3486
Bulgaria / Болгария	Levas / Лев									
Canada / Канада	Dollars canadiens / Канадский доллар	10730	13475	12457	12354	12991	17249	14143	14651	15282
Czech Republic / Чешская Республика	Coronnes tchèques / Чешская корона				4934	4577	4849	5254	5278	5245
Denmark / Дания	Denmark kroner / Датская корона	12344	16288	17488	18329	21017	21284	21110	21495	21207
Estonia / Эстония	Kroon / Крона									
France / Франция	Francs français - Euros / Французский франк - евро	198718	221911	23132	242753	243921	24881	40384	42860	42502
Germany / Германия	Deutschmarks - Euros / Немедельмарк - евро	90650	86888	58866	50758	50843	51188	38250	30642	30435
Greece / Греция	Drachmes - Euros / Драхма - Евро	121981	612346	1719377	2617982	2638613	4844	4984	4752	5486
Hungary / Венгрия	Forint / Флорин									
Italy / Италия	1000 lire italiane - Euro - 1000 итальянских лир - евро	17297	28607	31651	47800	47816	18897	20716	21794	25101
Lithuania / Литва	Litas / Лит									
Latvia / Латвия	Lats / Лат									
Luxembourg / Люксембург	Francs lux. - Euros / Люксембургский франк - евро	2769	1253	4184	5913	7228	763	176	198	211
Netherlands / Нидерланды	Gulden / Гюlden / Евро / Нидерландский гулден - евро	12801	15513	12884	14381	13898	7148	2464	2782	2467
Norway / Норвегия	Coronnes norvégiennes / Норвежская корона	14446	21281	22274	25772	28286	32811	21852	12948	12348
Poland / Польша	Zlotys / Злотый				13418	14452	14541	15451	15921	16818
Portugal / Португалия	Escudos - Euros / Эскудо - евро	11375	287289	423478	478393	507261	2082	2084	2202	2272
Romania / Румыния	Lei / Лей									
Russian Federation / Российская Федерация	Roubles / Рубль			57881	201248	242286	327723	440813	440842	...
Slovak Republic / Республика Словакия	Coronnes slovaques / Словацкая корона									
Slovenia / Словения	Tolar / Толар									
Spain / Испания	Pesetas - Euros / Песета - евро	474853	522828	1078751	1294220	1228271	890	8577	10107	10540
Turkey / Турция	1000 lire turques - New turkish lira / 1000 тур. лир - новая тур. лира	3239	33886	332804	6588274	8445111	12407716	13553387	13165666	151718
United Kingdom / Великобритания	Pounds sterling / Фунт стерлингов	18719	37387	79438	22542	24494	25173	28420	27088	27916
United States / Соединенные Штаты	US dollars / Доллары США	258165	308172	278854	301697	312743	348712	415223	464675	472250
2000 prices / Prix de 2000 / Цены 2000 г.										
Belgium / Бельгия	Francs belges - Euros / Бельгийский франк - евро	192786	190488	141584	138711	131288	13210	3295	1205	3322
Bulgaria / Болгария	Levas / Лев									
Canada / Канада	Dollars canadiens / Канадский доллар	94891	15889	12155	12314	12046	12084	13420	12743	13086
Czech Republic / Чешская Республика	Coronnes tchèques / Чешская корона				4434	43158	44837	48085	45772	45772
Denmark / Дания	Coronnes danoises / Датская корона	20182	21000	19375	19339	20248	20288	15489	19436	18670
Estonia / Эстония	Kroon / Крона									
France / Франция	Francs français - Euros / Французский франк - евро	278748	263886	246344	242753	238896	237181	34520	36770	36106
Germany / Германия	Deutschmarks - Euros / Немедельмарк - евро	78068	81794	62788	50758	50843	50879	28953	28246	28246
Greece / Греция	Drachmes - Euros / Драхма - Евро	1784932	1611457	1528841	4212389	1978809	4822	5024	4127	4588
Hungary / Венгрия	Forint / Флорин									
Italy / Италия	1000 lire italiane - Euro - 1000 итальянских лир - евро	48229	46888	42917	47800	48414	20282	22826	22588	21023
Lithuania / Литва	Litas / Лит									
Latvia / Латвия	Lats / Лат									
Luxembourg / Люксембург	Francs lux. - Euros / Люксембургский франк - евро	3098	4022	4977	5613	6478	788	184	173	188
Netherlands / Нидерланды	Gulden / Гюlden / Евро / Нидерландский гулден - евро	18227	16882	14346	14284	14882	6478	6814	6782	6849
Norway / Норвегия	Coronnes norvégiennes / Норвежская корона	24817	28788	26930	25722	27881	30828	29488	28680	27284
Poland / Польша	Zlotys / Злотый				13418	13827	14528	15478	16510	16104
Portugal / Португалия	Escudos - Euros / Эскудо - евро	351171	481862	477473	478393	494498	1912	1572	2081	2218
Romania / Румыния	Lei / Лей									
Russian Federation / Российская Федерация	Roubles / Рубль			247863	201248	212814	212814	287218	286781	...
Slovak Republic / Республика Словакия	Coronnes slovaques / Словацкая корона									
Slovenia / Словения	Tolar / Толар									
Spain / Испания	Pesetas - Euros / Песета - евро	644134	1283124	1243411	1284288	1272881	8782	844	862	862
Turkey / Турция	1000 lire turques - New turkish lira / 1000 тур. лир - новая тур. лира	3234198	4888977	5382538	6248274	5488287	3218763	5055733	4488889	46802
United Kingdom / Великобритания	Pounds sterling / Фунт стерлингов	26122	31888	24287	23522	23824	24882	24288	24336	24611
United States / Соединенные Штаты	Dollars EU / Доллары США	291786	307632	212284	201687	202252	224928	333281	418752	411465
Current prices and exchange rates (millions of US Dollars) / Prix de 2000 de change courants (millions de dollars EU) / Текущие цены и обменные курсы валют (в миллионах долларов США)										
Belgium / Бельгия		3928	684	446	5181	3036	3147	3873	4433	4269
Bulgaria / Болгария										
Canada / Канада		194	11547	8077	8282	8517	8488	12084	11482	12838
Czech Republic / Чешская Республика					1148	1190	1482	1898	2038	2314
Denmark / Дания		1264	2650	3178	2363	2625	2884	3204	3588	3684
Estonia / Эстония										
France / Франция		4792	4288	4778	1885	3377	2648	4386	5387	5484
Germany / Германия		19822	42518	41152	28188	24288	24288	35845	38087	39274
Greece / Греция		2321	3882	5856	5572	5886	4882	4812	5621	7881
Hungary / Венгрия					804	861	108	1402	1531	1588
Italy / Италия		336	2378	18375	22411	22028	24282	30242	34116	32397
Lithuania / Литва										
Latvia / Латвия										
Luxembourg / Люксембург		38	87	142	128	180	134	188	225	273
Netherlands / Нидерланды		3844	7421	6012	5922	6200	6728	2556	9821	10258
Norway / Норвегия		1797	3589	3588	2622	2888	4086	4518	4887	4588
Poland / Польша					3047	3311	3674	3868	4621	4684
Portugal / Португалия		654	8875	2670	2284	2324	1688	2364	2848	3082
Romania / Румыния										
Russian Federation / Российская Федерация				12522	7154	8322	10288	14328	18728	...
Slovak Republic / Республика Словакия										
Slovenia / Словения										
Spain / Испания		3888	3853	8857	1821	7133	8887	10884	12681	13888
Turkey / Турция		2185	5015	6822	8894	7216	8722	9822	9388	11858
United Kingdom / Великобритания		29488	32860	33638	26818	33821	37728	43413	48517	52772
United States / Соединенные Штаты		258186	308170	278854	301687	312743	348728	415223	464675	472250

Table 2 : Gross domestic product and defence expenditures annual variation (%)
(based on constant prices)
Tableau 2 : Evolution annuelle du produit intérieur brut et des dépenses de défense (%)
(basées sur les prix constants)
Таблица 2 : Годовое изменение валового внутреннего продукта и расходов на оборону (%)
(в постоянных ценах)

Country / Pays / Страна	Average / Moyenne / В среднем 1985 - 1989	Average / Moyenne / В среднем 1990 - 1994	Average / Moyenne / В среднем 1995 - 1999	Average / Moyenne / В среднем 2000 - 2004	2001	2002	2003	2004	2005e
(10)	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Gross domestic product / Produit intérieur brut / Валовой внутренний продукт									
Belgium / Бельгия	2.7	1.3	2.2	1.1	0.9		1.3	2.7	1.0
Bulgaria / Болгария	"	"	"	"	"	"	"	5.6	5.0
Canada / Канада	3.0	0.4	3.3	2.4	1.8	3.4	2.0	2.8	2.6
Czech Republic / Чешская Республика	"	"	"	2.7	2.6	1.5	3.7	4.0	4.0
Denmark / Дания	1.8	1.2	2.7	1.1	1.3	3.5	0.7	2.4	2.4
Estonia / Эстония	"	"	"	"	"	"	"	7.8	8.1
France / Франция	2.8	1.1	2.2	1.8	2.1		0.6	2.3	1.1
Germany / Германия	2.6	8.9	1.3	0.6	1.0	0.1	-0.1	1.0	1.0
Greece / Греция	0.8	1.3	3.1	4.2	4.3	3.8	4.7	4.2	2.1
Hungary / Венгрия	"	"	"	3.6	3.8	3.5	3.0	4.0	3.6
Iceland / Исландия	5.0	-0.4	5.1	1.8	2.6	-2.1	-4.2	5.2	8.0
Italy / Италия	3.0	0.8	1.5	1.0	1.8	0.4	0.3	1.2	0.1
Latvia / Латвия	"	"	"	"	"	"	"	8.3	7.1
Lithuania / Литва	"	"	"	"	"	"	"	8.7	8.0
Luxembourg / Люксембург	7.8	5.1	6.0	2.4	1.5	2.5	2.9	4.5	3.0
Netherlands / Нидерланды	2.8	1.8	3.8	0.7	1.4	0.6	-0.9	1.4	0.1
Norway / Норвегия	2.1	3.5	4.4	1.8	2.7	1.1	0.4	2.9	3.0
Poland / Польша	"	"	"	2.1	1.0	1.4	3.8	5.3	4.0
Portugal / Португалия	5.7	1.7	3.9	0.7	1.7	0.4	-1.1	1.0	0.0
Romania / Румыния	"	"	"	"	"	"	"	8.9	5.0
Russian Federation / Российская Федерация	"	"	-1.7	5.7	5.1	4.7	7.3	7.1	8.0
Slovak Republic / Республика Словакия	"	"	"	"	"	"	"	5.5	5.0
Slovenia / Словения	"	"	"	"	"	"	"	4.2	3.6
Spain / Испания	4.5	1.3	3.5	2.6	2.6	2.2	2.5	2.7	3.1
Turkey / Турция	6.0	3.2	5.1	1.3	-7.3	7.9	5.8	8.4	5.0
United Kingdom / Великобритания	4.2	0.4	3.0	2.2	2.3	1.8	2.2	3.1	2.4
United States / Соединенные Штаты	3.6	1.9	4.1	1.9	0.8	1.9	3.0	4.4	3.0
Defence expenditures / Dépenses de défense / Расходы на оборону									
Belgium / Бельгия	1.4	-7.3	-5.8	-2.3	-4.4	-3.0	1.1	1.8	0.0
Bulgaria / Болгария	"	"	"	"	"	"	"	-12.1	8.1
Canada / Канада	2.0	-3.2	-4.4	3.2	5.9	0.4	2.5	2.4	1.1
Republic of the Czech / Чешская Республика	"	"	"	1.8	-2.6	4.1	8.5	-5.7	-8.5
Denmark / Дания	1.0	-0.5	0.2	1.0	5.2	-3.3	-3.0	-0.3	-2.6
Estonia / Эстония	"	"	"	"	"	"	"	9.1	17.2
France / Франция	1.2	-0.3	-1.0	1.4	-0.5	1.8	3.6	3.2	-1.1
Germany / Германия	-0.4	-6.3	-1.1	-0.9	-1.0	0.2	-1.4	-2.2	-0.5
Greece / Греция	4.8	-1.1	5.4	-10.2	-2.3	-22.1	-15.0	7.8	11.4
Hungary / Венгрия	"	"	"	2.6	10.8	-5.8	4.5	-5.6	-10.8
Italy / Италия	3.1	-0.5	0.7	-1.7	-1.4	-1.0	-2.3	-3.9	-9.6
Latvia / Латвия	"	"	"	"	"	"	"	6.8	14.4
Lithuania / Литва	"	"	"	"	"	"	"	4.5	-3.2
Luxembourg / Люксембург	7.5	4.1	5.2	7.3	24.3	-10.1	5.2	8.0	8.2
Netherlands / Нидерланды	2.0	-2.9	0.8	1.2	2.8	-0.5	-0.2	2.5	1.0
Norway / Норвегия	1.6	0.3	1.2	4.9	8.8	18.7	-4.7	0.6	-8.0
Poland / Польша	"	"	"	3.0	3.6	-0.4	5.3	6.4	3.8
Portugal / Португалия	5.4	0.4	-1.5	-5.7	4.1	-29.2	-2.1	6.9	1.1
Romania / Румыния	"	"	"	"	"	"	"	3.8	2.0
Fédération de la Russie / Российская Федерация	"	"	-10.3	8.9	3.8	15.1	18.7	-7.3	
Republic of Slovakia / Республика Словакия	"	"	"	"	"	"	"	-3.8	1.4
Slovenia / Словения	"	"	"	"	"	"	"	6.5	13.5
Espagne / Испания	0.5	-3.4	-1.0	3.9	7.7	14.8	-3.7	2.0	-2.2
Turkey / Турция	6.5	3.4	5.5	-8.1	-10.3	8.9	-3.5	-10.9	6.8
Royaume-Uni / Великобритания	-3.1	-4.2	-1.6	0.8	1.7	-0.3	1.7	0.3	1.2
Etats-Unis / Соединенные Штаты	2.0	-5.3	-2.6	7.2	0.5	11.1	13.8	8.7	-1.3

Tab B

Table 3: Defence expenditures as % of gross domestic product
 Tableau 3: Dépenses de défense en % du produit intérieur brut
 Таблица 3: Расходы на оборону в % от валового внутреннего продукта

Country / Pays / Страна	Average / Moyenne / В среднем 1985 - 1989	Average / Moyenne / В среднем 1990 - 1994	Average / Moyenne / В среднем 1995 - 1999	Average / Moyenne / В среднем 2000 - 2004	2001	2002	2003	2004	2005e
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	
Based on current prices / Sur la base des prix courants / В текущих ценах									
Belgium / Бельгия	2.8	2.9	1.5	1.3	1.3	1.3	1.3	1.3	1.3
Bulgaria / Болгария	"	"	"	"	"	"	"	2.4	2.5
Canada / Канада	2.1	1.8	1.3	1.2	1.2	1.2	1.2	1.2	1.1
Czech Republic / Чешская Республика	"	"	"	2.0	2.0	2.0	2.1	1.9	1.8
Denmark / Дания	2.0	1.9	1.7	1.5	1.6	1.5	1.5	1.5	1.4
Estonia / Эстония	"	"	"	"	"	"	"	1.5	1.7
France / Франция	3.7	3.3	2.9	2.5	2.5	2.5	2.6	2.6	2.5
Germany / Германия	3.0	2.1	1.6	1.5	1.5	1.5	1.5	1.4	1.4
Greece / Греция	5.1	4.4	4.6	3.6	4.6	3.4	2.8	2.9	3.1
Hungary / Венгрия	"	"	"	1.7	1.8	1.7	1.7	1.5	1.3
Italy / Италия	2.3	2.1	1.9	2.0	2.0	2.1	2.1	2.0	1.8
Latvia / Латвия	"	"	"	"	"	"	"	1.3	1.4
Lithuania / Литва	"	"	"	"	"	"	"	1.4	1.3
Luxembourg / Люксембург	1.0	0.9	0.8	0.7	0.8	0.7	0.7	0.7	0.8
Netherlands / Нидерланды	2.8	2.3	1.8	1.6	1.6	1.6	1.6	1.7	1.7
Norway / Норвегия	2.9	2.8	2.2	1.9	1.7	2.1	2.0	2.0	1.7
Poland / Польша	"	"	"	1.9	1.9	1.9	1.9	1.6	1.9
Portugal / Португалия	2.6	2.6	2.2	1.8	2.1	1.8	1.8	1.7	1.7
Romania / Румыния	"	"	"	"	"	"	"	2.1	2.0
Russian Federation / Российская Федерация	"	"	3.1	2.9	2.7	3.0	3.3	2.9	..
Slovak Republic / Республика Словакия	"	"	"	"	"	"	"	1.8	1.8
Slovenia / Словения	"	"	"	"	"	"	"	1.5	1.7
Spain / Испания	2.1	1.6	1.4	1.3	1.2	1.4	1.3	1.3	1.2
Turkey / Турция	3.3	3.8	4.4	4.2	5.0	4.4	3.8	3.1	3.2
United Kingdom / Великобритания	4.5	3.7	2.7	2.4	2.5	2.4	2.4	2.3	2.3
United States / Соединенные Штаты	6.0	4.9	3.3	3.4	3.1	3.4	3.8	4.0	3.8
Based on constant prices / Sur la base des prix constants / В постоянных ценах									
Belgique / Бельгия	2.7	2.0	1.5	1.3	1.3	1.3	"	1.3	1.3
Bulgarie / Болгария	"	"	"	"	"	"	"	2.4	2.5
Canada / Канада	2.1	1.8	1.3	1.2	1.2	1.2	1.2	1.2	1.1
République tchèque / Чешская Республика	"	"	"	2.0	2.0	2.0	2.1	1.9	1.8
Danemark / Дания	2.1	2.0	1.7	1.5	1.6	1.5	1.5	1.4	1.4
Estonie / Эстония	"	"	"	"	"	"	"	1.6	1.7
France / Франция	3.7	3.3	2.9	2.5	2.5	2.5	2.6	2.6	2.5
Allemagne / Германия	3.0	2.1	1.6	1.5	1.5	1.5	1.5	1.4	1.4
Grèce / Греция	5.1	4.4	4.6	3.6	4.6	3.4	2.6	2.9	3.1
Hongrie / Венгрия	"	"	"	1.7	1.8	1.7	1.7	1.5	1.3
Italie / Италия	2.8	2.6	2.1	2.0	2.0	2.0	1.9	1.8	1.7
Lettonie / Латвия	"	"	"	"	"	"	"	1.3	1.4
Lituanie / Литва	"	"	"	"	"	"	"	1.5	1.3
Luxembourg / Люксембург	0.9	0.8	0.7	0.7	0.8	0.7	0.7	0.7	0.8
Pays-Bas / Нидерланды	2.8	2.3	1.8	1.6	1.6	1.6	1.6	1.6	1.7
Norvège / Норвегия	2.6	2.5	1.9	1.9	1.7	2.0	1.9	1.9	1.7
Pologne / Польша	"	"	"	1.9	1.9	1.9	1.9	1.9	1.9
Portugal / Португалия	2.6	2.6	2.2	1.8	2.1	1.6	1.6	1.7	1.7
Roumanie / Румыния	"	"	"	"	"	"	"	2.1	2.0
Fédération de la Russie / Российская Федерация	"	"	3.1	2.9	2.7	3.0	3.3	2.9	..
République slovaque / Республика Словакия	"	"	"	"	"	"	"	1.8	1.8
Slovénie / Словения	"	"	"	"	"	"	"	1.5	1.7
Espagne / Испания	2.1	1.6	1.4	1.3	1.2	1.4	1.3	1.3	1.2
Turquie / Турция	4.6	5.2	5.0	4.1	4.9	4.2	3.8	3.1	3.2
Royaume-Uni / Великобритания	4.8	3.9	2.7	2.4	2.5	2.4	2.4	2.3	2.3
Etats-Unis / Соединенные Штаты	6.0	4.9	3.3	3.4	3.1	3.4	3.7	3.8	3.7

Tab B

Table 4: Gross domestic product and defense expenditures per capita in US \$
 Tableau 4: Produit intérieur brut et dépenses de défense par habitant en \$ EU
 Таблица 4: Валовой внутренний продукт и расходы на оборону в долл. США на душу населения

Country / Pays / Страна	1995	1999	1995	2000	2001	2002	2003	2004	2005e
(10)	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Gross domestic product (deflated by purchasing power parity) / Produit intérieur brut (déflaté par les parités de pouvoir d'achat) / Валовой внутренний продукт (пересчитанный с учетом покупательной способности)									
Belgium / Belgique	13399	16074	21713	28230	27517	28821	28642	30818	31851
Bulgaria / Bulgarie	"	"	"	"	"	"	"	7884	8540
Canada / Canada	15597	19591	22745	28428	29330	30032	30920	31952	33282
Czech Republic / République tchèque	"	"	"	34523	15490	16584	17234	18473	18883
Denmark / Danie	14857	18433	22530	28487	28620	28838	28730	29673	33087
Estonia / Estonie	"	"	"	"	"	"	"	13520	14858
France / France	14125	16853	21608	28719	28074	28432	28147	30471	31476
Germany / Allemagne	15383	20483	21573	25174	25879	26085	27242	27958	28824
Greece / Grèce	9395	17425	13253	16248	17247	16908	18381	21424	22471
Hungary / Hongrie	"	"	"	12018	13234	14365	15186	15876	16887
Iceland / Islandie	15511	20120	21980	28248	29253	28907	29288	32582	35007
Italy / Italie	13028	17499	21028	25245	25876	26988	26945	27977	28752
Lithuania / Lituanie	"	"	"	"	"	"	"	11401	12639
Luxembourg / Luxembourg	"	"	"	"	"	"	"	18805	19758
Liechtenstein / Liechtenstein	15644	25115	32612	49118	49842	52406	53600	57077	59864
Netherlands / Pays-Bas	13403	17941	21699	27308	27147	28030	30435	31063	31739
Norway / Norvège	14398	18047	23833	30308	31114	30818	31118	33120	40423
Poland / Pologne	"	"	"	10387	10788	11185	11988	12847	13691
Portugal / Portugal	6864	10750	13220	17378	18073	18808	18782	19411	19871
Romania / Roumanie	"	"	"	"	"	"	"	8298	9013
Russian Federation / Fédération russe	"	"	6302	8952	7908	8030	8048	9728	10589
Slovak Republic / République slovaque	"	"	"	"	"	"	"	14321	15448
Slovenia / Slovénie	"	"	"	"	"	"	"	28748	22880
Spain / Espagne	9088	13118	15721	20438	21412	22758	23895	24259	25358
Turkey / Turquie	3305	4548	5404	6878	8140	8520	8989	7688	8020
United Kingdom / Royaume-Uni	12186	18478	19905	25542	26899	28555	29918	31893	32783
United States / Etats-Unis	17897	23215	28119	35898	38499	40391	43811	48927	41888
Gross domestic product (2000 prices and exchange rates) / Produit intérieur brut (prix et taux de change de 2000) / Валовой внутренний продукт (цены и обменный курс 2000 г.)									
Belgium / Belgique	18093	18991	18993	22257	22972	22471	22670	23217	23447
Bulgaria / Bulgarie	"	"	"	"	"	"	"	1849	2085
Canada / Canada	18283	19828	20285	28821	27789	28332	24599	25052	25481
Czech Republic / République tchèque	"	"	"	5423	5882	6889	5899	6131	5382
Denmark / Danie	23688	24494	28044	28833	28912	28878	30115	30745	31400
Estonia / Estonie	"	"	"	"	"	"	"	5387	5712
France / France	16781	18025	19809	22818	23845	22988	23095	23459	23734
Germany / Allemagne	19441	22213	20941	27792	27844	28221	28977	29088	29333
Greece / Grèce	8522	8824	9183	10377	10785	11158	11844	12883	12990
Hungary / Hongrie	"	"	"	4522	4788	4938	5104	5321	5829
Iceland / Islandie	22545	28281	24487	28889	30285	29889	30930	31881	33215
Italy / Italie	14103	16178	17233	18793	19072	19103	19150	19284	19333
Latvia / Lettonie	"	"	"	"	"	"	"	4457	4828
Lithuania / Lituanie	"	"	"	"	"	"	"	4388	4688
Luxembourg / Luxembourg	21812	28078	33773	44708	44912	49838	49489	48833	49848
Netherlands / Pays-Bas	16282	18813	19957	23873	23428	23411	23888	23227	23227
Norway / Norvège	28000	27304	32084	37188	37863	38200	38125	38988	39888
Poland / Pologne	"	"	"	4384	4389	4481	4637	5098	5098
Portugal / Portugal	9840	3089	3487	10407	12528	10478	10287	10331	10331
Romania / Roumanie	"	"	"	"	"	"	"	2151	2284
Russian Federation / Fédération russe	"	"	1808	1772	1870	1987	2122	2285	2432
Slovak Republic / République slovaque	"	"	"	"	"	"	"	4815	4747
Slovenia / Slovénie	"	"	"	"	"	"	"	11001	11425
Spain / Espagne	3012	11106	11883	13978	14200	14388	14425	14574	14628
Turkey / Turquie	2127	2497	2880	2998	2890	2897	3184	3380	3380
United Kingdom / Royaume-Uni	17049	18783	21197	24428	24883	25444	25897	26408	26948
United States / Etats-Unis	25388	29452	30528	35688	34884	34881	35871	36889	37883
Defense expenditures (2000 prices and exchange rates) / Dépenses de défense (prix et taux de change de 2000) / Расходы на оборону (цены и обменный курс 2000 г.)									
Belgium / Belgique	445	434	319	287	287	288	288	293	283
Bulgaria / Bulgarie	"	"	"	"	"	"	"	47	51
Canada / Canada	388	388	314	270	283	281	285	290	280
Czech Republic / République tchèque	"	"	"	112	108	114	124	117	118
Denmark / Danie	488	505	470	448	470	482	448	445	421
Estonia / Estonie	"	"	"	"	"	"	"	85	109
France / France	636	654	685	873	887	874	891	888	894
Germany / Allemagne	610	608	351	343	338	339	343	323	323
Greece / Grèce	424	478	384	588	492	482	379	348	386
Hungary / Hongrie	"	"	"	78	87	82	86	82	73
Iceland / Islandie	389	408	380	392	388	381	372	367	322
Italy / Italie	"	"	"	"	"	"	"	57	85
Lithuania / Lituanie	"	"	"	"	"	"	"	65	63
Luxembourg / Luxembourg	193	239	290	282	360	323	334	350	374
Netherlands / Pays-Bas	470	473	388	378	383	378	376	363	384
Norway / Norvège	878	717	650	631	834	774	734	724	671
Poland / Pologne	"	"	"	81	86	83	88	90	87
Portugal / Portugal	182	212	219	215	223	170	185	178	176
Romania / Roumanie	"	"	"	"	"	"	"	45	48
Russian Federation / Fédération russe	"	"	83	48	81	79	71	68	68
Slovak Republic / République slovaque	"	"	"	"	"	"	"	80	88
Slovenia / Slovénie	"	"	"	"	"	"	"	167	169
Spain / Espagne	208	197	175	178	173	188	185	188	183
Turkey / Turquie	98	130	131	148	131	120	114	100	108
United Kingdom / Royaume-Uni	940	842	834	805	812	809	617	616	621
United States / Etats-Unis	1863	1891	1187	1888	1883	1789	1317	1418	1377

Tab B

Table 5 : Distribution of total defense expenditures by category
 Tableau 5 : Répartition des dépenses totales de défense par catégorie
 Таблица 5 : Разбивка общих расходов по категориям

Country / Pays / Страна	Average / Moyenne / Среднее	2001	2002	2003	2004	2005			
	3 (1985-1988)	3 (1989-1994)	3 (1995-1999)	3 (2000-2004)					
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
% devoted to personnel expenditures / % affecté aux dépenses en personnel / % на оплату личного состава									
Belgium / Belgique	54	58	53	50	48	51	52	53	53
Bulgaria / Болгария	5	5	5	5	5	5	5	5	5
Canada / Канада	49	48	47	45	42	41	41	40	39
Czech Republic / Чешская Республика	5	5	5	4	5	5	5	5	5
Denmark / Дания	59	57	56	53	52	51	51	51	50
Estonia / Эстония	5	5	5	5	5	5	5	5	5
France / Франция	38	38	38	36	35	35	35	35	35
Germany / Германия	48	47	47	45	44	44	44	44	44
Greece / Греция	41	40	40	38	37	37	37	37	37
Hungary / Венгрия	5	5	5	5	5	5	5	5	5
Italy / Италия	53	51	51	48	47	47	47	47	47
Latvia / Латвия	5	5	5	5	5	5	5	5	5
Lithuania / Литва	5	5	5	5	5	5	5	5	5
Luxembourg / Люксембург	38	38	38	36	35	35	35	35	35
Netherlands / Нидерланды	42	41	41	39	38	38	38	38	38
Norway / Норвегия	43	42	42	40	39	39	39	39	39
Poland / Польша	5	5	5	5	5	5	5	5	5
Portugal / Португалия	47	46	46	44	43	43	43	43	43
Romania / Румыния	5	5	5	5	5	5	5	5	5
Russian Federation / Российская Федерация	5	5	5	5	5	5	5	5	5
Slovak Republic / Республика Словакия	5	5	5	5	5	5	5	5	5
Slovenia / Словения	5	5	5	5	5	5	5	5	5
Spain / Испания	40	39	39	37	36	36	36	36	36
Turkey / Турция	37	36	36	34	33	33	33	33	33
United Kingdom / Великобритания	36	35	35	33	32	32	32	32	32
United States / Соединенные Штаты	18	17	17	15	14	14	14	14	14
% devoted to acquisition expenditures / % affecté aux dépenses d'équipement / % на оборудование									
Belgium / Belgique	12	12	12	11	11	11	11	11	11
Bulgaria / Болгария	5	5	5	5	5	5	5	5	5
Canada / Канада	10	10	10	9	9	9	9	9	9
Czech Republic / Чешская Республика	5	5	5	5	5	5	5	5	5
Denmark / Дания	10	10	10	9	9	9	9	9	9
Estonia / Эстония	5	5	5	5	5	5	5	5	5
France / Франция	18	18	18	17	17	17	17	17	17
Germany / Германия	15	15	15	14	14	14	14	14	14
Greece / Греция	10	10	10	9	9	9	9	9	9
Hungary / Венгрия	5	5	5	5	5	5	5	5	5
Italy / Италия	10	10	10	9	9	9	9	9	9
Latvia / Латвия	5	5	5	5	5	5	5	5	5
Lithuania / Литва	5	5	5	5	5	5	5	5	5
Luxembourg / Люксембург	12	12	12	11	11	11	11	11	11
Netherlands / Нидерланды	10	10	10	9	9	9	9	9	9
Norway / Норвегия	11	11	11	10	10	10	10	10	10
Poland / Польша	5	5	5	5	5	5	5	5	5
Portugal / Португалия	10	10	10	9	9	9	9	9	9
Romania / Румыния	5	5	5	5	5	5	5	5	5
Russian Federation / Российская Федерация	5	5	5	5	5	5	5	5	5
Slovak Republic / Республика Словакия	5	5	5	5	5	5	5	5	5
Slovenia / Словения	5	5	5	5	5	5	5	5	5
Spain / Испания	12	12	12	11	11	11	11	11	11
Turkey / Турция	10	10	10	9	9	9	9	9	9
United Kingdom / Великобритания	10	10	10	9	9	9	9	9	9
United States / Соединенные Штаты	25	25	25	24	24	24	24	24	24
% devoted to infrastructure expenditures / % affecté aux dépenses d'infrastructure / % на инфраструктуру									
Belgium / Belgique	10	10	10	9	9	9	9	9	9
Bulgaria / Болгария	5	5	5	5	5	5	5	5	5
Canada / Канада	8	8	8	7	7	7	7	7	7
Czech Republic / Чешская Республика	5	5	5	5	5	5	5	5	5
Denmark / Дания	10	10	10	9	9	9	9	9	9
Estonia / Эстония	5	5	5	5	5	5	5	5	5
France / Франция	15	15	15	14	14	14	14	14	14
Germany / Германия	12	12	12	11	11	11	11	11	11
Greece / Греция	10	10	10	9	9	9	9	9	9
Hungary / Венгрия	5	5	5	5	5	5	5	5	5
Italy / Италия	10	10	10	9	9	9	9	9	9
Latvia / Латвия	5	5	5	5	5	5	5	5	5
Lithuania / Литва	5	5	5	5	5	5	5	5	5
Luxembourg / Люксембург	10	10	10	9	9	9	9	9	9
Netherlands / Нидерланды	10	10	10	9	9	9	9	9	9
Norway / Норвегия	11	11	11	10	10	10	10	10	10
Poland / Польша	5	5	5	5	5	5	5	5	5
Portugal / Португалия	10	10	10	9	9	9	9	9	9
Romania / Румыния	5	5	5	5	5	5	5	5	5
Russian Federation / Российская Федерация	5	5	5	5	5	5	5	5	5
Slovak Republic / Республика Словакия	5	5	5	5	5	5	5	5	5
Slovenia / Словения	5	5	5	5	5	5	5	5	5
Spain / Испания	12	12	12	11	11	11	11	11	11
Turkey / Турция	10	10	10	9	9	9	9	9	9
United Kingdom / Великобритания	10	10	10	9	9	9	9	9	9
United States / Соединенные Штаты	18	18	18	17	17	17	17	17	17
% devoted to other expenditures / % affecté aux autres dépenses / % на прочие расходы									
Belgium / Belgique	26	26	26	24	24	24	24	24	24
Bulgaria / Болгария	5	5	5	5	5	5	5	5	5
Canada / Канада	31	31	31	29	29	29	29	29	29
Czech Republic / Чешская Республика	5	5	5	5	5	5	5	5	5
Denmark / Дания	25	25	25	24	24	24	24	24	24
Estonia / Эстония	5	5	5	5	5	5	5	5	5
France / Франция	15	15	15	14	14	14	14	14	14
Germany / Германия	25	25	25	24	24	24	24	24	24
Greece / Греция	10	10	10	9	9	9	9	9	9
Hungary / Венгрия	5	5	5	5	5	5	5	5	5
Italy / Италия	15	15	15	14	14	14	14	14	14
Latvia / Латвия	5	5	5	5	5	5	5	5	5
Lithuania / Литва	5	5	5	5	5	5	5	5	5
Luxembourg / Люксембург	10	10	10	9	9	9	9	9	9
Netherlands / Нидерланды	10	10	10	9	9	9	9	9	9
Norway / Норвегия	11	11	11	10	10	10	10	10	10
Poland / Польша	5	5	5	5	5	5	5	5	5
Portugal / Португалия	10	10	10	9	9	9	9	9	9
Romania / Румыния	5	5	5	5	5	5	5	5	5
Russian Federation / Российская Федерация	5	5	5	5	5	5	5	5	5
Slovak Republic / Республика Словакия	5	5	5	5	5	5	5	5	5
Slovenia / Словения	5	5	5	5	5	5	5	5	5
Spain / Испания	12	12	12	11	11	11	11	11	11
Turkey / Турция	10	10	10	9	9	9	9	9	9
United Kingdom / Великобритания	10	10	10	9	9	9	9	9	9
United States / Соединенные Штаты	35	35	35	34	34	34	34	34	34

Table 6 : Armed forces - Annual strength
 Tableau 6 : Forces armées - Effectif annuel
 Таблица № 6: Вооруженные силы - численный состав (за год)

Country / Pays / Страна	1985	1990	1995	2000	2001	2002	2003	2004	2005e
(0)	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Military (thousand) / Militaires (millier) / Военнослужащие (тыс)									
Belgium / Бельгия	107	106	47	42	41	42	41	41	38
Bulgaria / Болгария	"	"	"	"	"	"	"	42	42
Canada / Канада	83	87	70	59	59	61	62	62	62
Czech Republic / Чешская Республика	"	"	"	92	49	40	26	25	26
Denmark / Дания	29	31	27	24	22	22	20	20	20
Estonia / Эстония	"	"	"	"	"	"	1	3	3
France / Франция	560	548	502	394	366	355	356	357	357
Germany / Германия	495	545	352	319	308	295	271	255	254
Greece / Греция	201	201	213	205	202	208	139	133	135
Hungary / Венгрия	"	"	"	50	49	44	36	36	24
Italy / Италия	504	493	435	381	374	362	325	315	317
Latvia / Латвия	"	"	"	"	"	"	"	7	6
Lithuania / Литва	"	"	"	"	"	"	"	12	12
Luxembourg / Люксембург	1.2	1.3	1.3	1.4	1.4	1.4	1.6	1.6	1.6
Netherlands / Нидерланды	103	104	67	52	51	53	53	51	50
Norway / Норвегия	38	51	36	32	31	22	21	23	23
Poland / Польша	"	"	"	191	178	159	150	150	150
Portugal / Португалия	102	87	78	68	68	69	42	45	47
Romania / Румыния	"	"	"	"	"	"	"	91	79
Russian Federation / Российская Федерация	"	"	"	"	"	"	"	"	"
Slovak Republic / Республика Словакия	"	"	"	"	"	"	"	18	19
Slovenia / Словения	"	"	"	"	"	"	"	6	7
Spain / Испания	314	263	240	144	151	135	130	124	124
Turkey / Турция	814	769	805	793	803	816	534	502	499
United Kingdom / Великобритания	334	308	233	216	215	214	206	202	"
United States / Соединенные Штаты	2244	2181	1620	1483	1487	1506	1422	1376	1371
Military and civilian personnel as % of labour force Personnels civil et militaire en % de la population active Военнослужащие и вольнонаемные в % активного населения									
Belgique / Бельгия	2.8	2.7	1.2	1.0	1.0	1.0	1.0	85	0.9
Bulgarie / Болгария	"	"	"	"	"	"	"	1.6	1.6
Canada / Канада	0.9	0.9	0.7	0.5	0.5	0.5	0.5	0.5	0.5
République tchèque / Чешская Республика	"	"	"	1.4	1.4	1.2	0.6	0.6	0.8
Danemark / Дания	1.4	1.4	1.3	1.2	1.0	1.0	1.0	0.9	1.0
Estonie / Эстония	"	"	"	"	"	"	"	0.6	0.6
France / Франция	2.7	2.6	1.3	1.8	1.7	1.6	1.6	1.6	1.6
Allemagne / Германия	2.3	2.5	1.3	1.0	1.0	1.0	0.6	0.7	0.7
Grèce / Греция	6.1	5.7	5.7	5.1	5.0	5.2	3.5	3.3	3.3
Hongrie / Венгрия	"	"	"	1.5	1.4	1.3	1.1	0.9	0.7
Italie / Италия	2.5	2.4	2.2	1.6	1.6	1.7	1.6	1.5	1.5
Lettonie / Латвия	"	"	"	"	"	"	"	0.6	0.6
Lituanie / Литва	"	"	"	"	"	"	"	0.8	0.9
Luxembourg / Люксембург	0.9	0.9	0.9	0.8	0.8	0.8	0.9	0.9	0.9
Pays-Bas / Нидерланды	2.0	1.8	1.2	0.9	0.8	0.8	0.8	0.6	0.8
Norvège / Норвегия	2.3	2.9	2.3	1.6	1.6	1.4	1.2	1.2	1.2
Pologne / Польша	"	"	"	1.5	1.4	1.3	1.2	1.2	1.2
Portugal / Португалия	2.6	2.1	1.8	1.5	1.5	1.5	1.0	1.1	1.1
Roumanie / Румыния	"	"	"	"	"	"	"	1.1	1.0
Fédération de la Russie / Российская Федерация	"	"	"	"	"	"	"	"	"
République slovaque / Республика Словакия	"	"	"	"	"	"	"	1.0	1.0
Slovenie / Словения	"	"	"	"	"	"	"	0.6	0.9
Espagne / Испания	2.1	2.1	1.7	1.1	1.1	1.0	0.9	0.6	0.6
Turquie / Турция	4.7	4.0	3.8	3.8	3.6	3.6	2.5	2.3	2.3
Royaume-Uni / Великобритания	1.9	1.7	1.3	1.1	1.1	1.1	1.1	1.0	"
Etats-Unis / Соединенные Штаты	2.9	2.6	1.9	1.5	1.5	1.5	1.5	1.4	1.4

Tab B

TAB C

**Greek Defense Expenditures
as a Percentage of GDP**

Year	% of GDP	Source	
2003	4.2	NATO (Dec. '03)	} Old Definition
	4.1	IISS (Oct. '04)	
	4.3	CIA (Jan. '05)	
<hr style="border-top: 1px dashed black;"/>			
2004	2.7	IISS (Oct. '05)	} New Definition
	2.8	NATO (Dec. '05)	
	2.8	IISS (Oct. '05)	
	2.9	NATO (Dec. '05)	

International Institute for Strategic Studies (IISS)

HOLD

DSD _____
USD(P) COPY PROVIDED
JAN 06 2005

ACTION MEMO

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, Principal Deputy Under Secretary of Defense for Policy

SUBJECT: QDR Terms of Reference

I-05/000271-P&R
000030-ES
ES-1868
JAN 05 2005
310.1

BACKGROUND: You asked me to coordinate the draft QDR Terms of Reference (TOR) with the Deputy, Gordon England, and Vern Clark. We've reviewed the TOR with them. They will give us their comments on Monday.

- We are scheduling separate sessions with the Deputy.
- We are also beginning to have one-on-one meetings with other members of the SLRG and have begun informal coordination with their staffs.
- Gen. Pace and the Joint Staff have been very helpful as we continue to fine-tune the document.

Gen. Pace did suggest, and we agree, that you still might want to use a Saturday morning before the 19 January SLRG discussion to get briefed on the TOR specifically and the broader roadmap for the QDR.

- This meeting would provide you an opportunity to get conviction that the QDR is headed in the right direction and that the TOR captures your thinking.
 - o Along with Gen. Pace, we recommend you include the Deputy and Chairman. You might also want to include others to advise you and join in the discussion.
- Additionally, you may want to use this opportunity to decide on the six SLRG members to lead different issue-teams in the QDR (Capabilities Mix, Joint Enablers, Roles & Missions, Balanced Force, Business Functions, and Title 10).

RECOMMENDATION: Schedule a 2 hour meeting to brief you on the QDR's Terms of Reference and address issue-team leadership.

ACTION:

Schedule Meeting _____, Don't Schedule _____, Other _____

Prepared by: Ryan Henry, PDUSD(P) (b)(6)

5 JAN 05

3 JAN 05

FOUO

ES-1868

05/000032-E

JAN 3 2005

TO: Ryan Henry
CC: Doug Feith

SUBJECT QDR Terms of Reference

Before you release the QDR terms of reference, run it by Paul Wolfowitz, Vern Clark, and Gordon England. *Get their thoughts and have them clear. I'm not going to have time to study this document.*

Thanks.

DFIR:ms
123104-12 (m)

Happy New Year!

.....
Please respond by 1/13/05

FOUO

OSD 00496-05

11-L-0559/OSD/46383

ES-1868
05/000032-E S

~~FOUO~~

~~SECRET~~

2005 JAN 3 11 23 AM

JAN 3 2005

TO: Ryan Henry
CC: DOUG FEITH

SUBJECT: QDR Terms of Reference

Before you release the QDR terms of reference, run it by Paul Wolfowitz, Vern Clark, and Gordon England. Get their thoughts and have them clear. I'm not going to have time to study this document.

Thanks.

DHR:m
123104-12 (m)

Happy New Year!

.....
Please respond by 1/13/05

3101

3 Jan 05

~~FOUO~~

1/12
1200



ADMINISTRATION AND
MANAGEMENT

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

ACTION MEMO

DEPSECDEF
S/GE
JAN 24 2007
HAS SEEN

1/12

FOR DEPUTY SECRETARY OF DEFENSE

FROM: Michael B. Donley, Director, Administration and Management **MD**

SUBJECT: DoD Drug Demand Reduction Program Policy

RR
Robert Ranges
1/16

- In the attached snowflake the Secretary asked for a proposal and timeline for moving the Drug Testing Program (formally called "Drug Demand Reduction Program" (DDRP)) now under the USD(Policy) to DA&M.
- **DDRP is one of the four elements that make up the DoD Counternarcotics Program.** The other elements are: Intelligence and Technical Support; Domestic Support; and International Support.
- **USD(Policy) wants to divest the Assistant Secretary of Defense for Global Security Affairs (ASD(GSA)) of responsibility for DDRP policy, judging this program as too far removed from his office's core missions. Alternatives for transferring drug testing responsibilities need to take into account both policy and funding considerations.**
 - Currently, DDRP policy is set by USD(P) and is implemented by the DoD Components using funds provided through the Counternarcotics Central Transfer Account (CTA) managed by the Deputy Assistant Secretary of Defense for Counternarcotics, Counterproliferation, and Global Threats under the ASD(GSA).
 - We believe it is prudent to continue to manage **DDRP funds in the Counternarcotics CTA.** Under the CTA, which was established in 1989, counternarcotics funds are appropriated by Congress to a single appropriation. Funds are reprogrammed to the DoD Components in the year of execution. The CTA allows the Department greater execution flexibility and facilitates communications on drug program funding with the Office of National Drug Control Policy and the Congress.
- A single staff officer, reporting to the Deputy Assistant Secretary of Defense for Counternarcotics, Counterproliferation, and Global Threats, oversees DDRP policy; which includes illicit drug education, forensic urine collection, forensic drug analysis, administrative actions for drug positive DoD personnel, treatment, the Department's Red Ribbon Week observation, and proponentcy for the following drug-related DoD issuances: DoD Directives 1010.1, 1010.4, and 1010.9, and DoD Instruction 1010.16. Subject to your approval, this officer billet should transfer with the DDRP policy function.
- DA&M and USD(P&R) were considered as possible recipients of the DDRP policy. The advantages and disadvantages of each are listed at TAB B.

7/10

11 JAN 07

10 AUG 05

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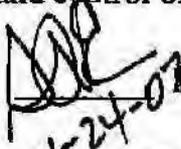
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11-L-0559/OSD/46385

- Through Washington Headquarters Services, I oversee implementation of drug testing for civilian employees in OSD and JCS. At the same time, I also manage DoD-wide programs such as Privacy, Freedom of Information, and Major Headquarters. Conceivably, I could take on this additional responsibility, but it would be outside the scope of my assigned responsibilities.
- However, because DDRP policy directly affects the health and readiness of DoD personnel, we believe **this** policy should be realigned to the USD(P&R) where it will be administered by the Director, TRICARE Management Activity. This management arrangement would be more effective because the USD(P&R) oversees policy and programs for military and civilian personnel, health, and readiness, including programs and policies to provide drug treatment and rehabilitation. **This** parallels management of drug testing in the MilDeps where these programs are managed through MilDep medical/health programs.

RECOMMENDATIONS:

1. Sign the memo at TAB **A** to realign DDRP policy to the USD(P&R).
2. Approve the transfer of the DDRP staff officer and one manpower billet *from* USD(P) to the Director, TRICARE Management Activity under the authority, direction, and control of the USD(P&R).

APPROVE:  DISAPPROVE: _____ OTHER _____

COORDINATION: TAB C

Attachments

As stated

Prepared By: Bob Menig, (b)(6)

~~FOUO~~

JOS/010 853
ES-3939

August 10, 2005

TO: Mike Douley
CC Gordon England
Eric Edelman
Robert Rangel
VADM Jim Stavridis

FROM: Donald Rumsfeld *DR*

SUBJECT: ~~Department~~ of Defense Drug Testing

I was unaware of the fact that OSD Policy is in charge of the Department's drug testing program. It seems logical to me that DA&M would be in charge of that. Please get back to me with a proposal and timeline for moving this program into DA&M.

Thanks.

DHR/gj
081005-23

.....

~~FOUO~~

11-L-0559/OSD/46387



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

JAN 24 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT DoD Drug Demand Reduction Program Policy

Effective today, policy responsibility for the DoD Drug Demand Reduction Program (DDRP) is transferred from the Under Secretary of Defense for Policy (USD(P)) to the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) where it **can** be aligned with DoD policies pertaining to health and readiness, including programs and policies to provide **drug** treatment and rehabilitation. The Director, TRICARE Management Activity under the authority, direction, and control of the USD(P&R) shall administer the DDRP.

The DDRP will continue to be funded through the Counternarcotics Central Transfer Account (CTA) for which the Deputy Assistant Secretary of Defense for Counternarcotics, Couuterproliferation, and Global Threats (DASD(CN/CT/GT)), serves as the manager. For the purposes of programming, reprogramming, and accounting for **funds** supporting DDRP elements of the Couuaternarcotics CTA, the DASD(CN/CT/GT) will take direction exclusively from the USD(P&R) or an official designated by the USD(P&R).

The Under Secretary of Defense (Comptroller) and the Director for Administration and Management will ensure **this** functional transfer is recorded in the Department's budgetary and administrative systems.



11-L-0559/OSD/46388



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Drug Demand Reduction Program Policy -- Alternatives

Alternatives	Realign to USD(P&R)	Realign to DA&M
Policy-making	<p><u>Advantaees:</u></p> <ul style="list-style-type: none"> • DDRP policy would be promulgated by an official with a <u>strongly related policy portfolio</u> in the areas of <ul style="list-style-type: none"> -- DoD Military and Civilian personnel, health, and readiness policies. -- Education and training programs to deter drug abuse and drug treatment and rehabilitation. • Aligns with MilDeps-- Drug testing programs in the MilDeps are managed by their medical/health staffs. <p><u>Disadvantaees:</u> None</p>	<p><u>Advantaees:</u> None</p> <p><u>Disadvantaees:</u></p> <ul style="list-style-type: none"> • DDRP policy would be promulgated by official <u>without a pertinent DoD-wide policy portfolio.</u> • Extensive staff time would be devoted to collaboration with OSD principals and DoD Components to develop and maintain situational awareness of counter-narcotics, drug abuse, health, and personnel areas.
Funding	<p><u>Condition</u></p> <ul style="list-style-type: none"> • USD(P&R) would advocate for DDRP funds in the PPBE process. At the Same time, USD(P) would advocate for funds for the other three elements of the overall Counternarcotics Program. • Following the appropriation of funds by Congress to the CTA for all elements of the Counternarcotics Program, the DASD(CN, CP & GT) as the CTA manager would be responsive exclusively to the USD(P&R) (or designee) for the distribution of DDRP funds to the DoD Components for execution. <p><u>Advantaees:</u></p> <ul style="list-style-type: none"> • DDRP funds would be managed and accounted for as a part of the Counternarcotics CTA by the DASD(CN, CP & GT). • The USD(P&R), as the official responsible for DDRP policy would direct the distribution of DDRP funds in accordance with the approved DDRP. <p><u>Disadvantaee:</u></p> <ul style="list-style-type: none"> • From the standpoint of USD(P&R), the budgetary actions pertaining to the DDRP are outsourced to DASD(CN, CP & GT) under the ASD(GSA). 	<p><u>Condition</u></p> <ul style="list-style-type: none"> • DA&M would advocate for DDRP funds in the PPBE process. At the same time, USD(P) would advocate for funds for the other three elements of the overall Counternarcotics Program. • Following the appropriation of funds by Congress to the CTA for all elements of the Counternarcotics Program, the DASD(CN, CP, GT) as the CTA manager would be responsive exclusively to the DA&M (or designee) for the distribution of DDRP funds to the DoD Components for execution. <p><u>Advantaees:</u></p> <ul style="list-style-type: none"> • DDRP funds would be managed and accounted for as a part of the Counternarcotics CTA by the DASD(CN, CP & GT). The DA&M, as the official responsible for DDRP policy would direct the distribution of DDRP funds in accordance with the approved DDRP. <p><u>Disadvantaee:</u></p> <ul style="list-style-type: none"> • From the standpoint of DA&M, the budgetary actions pertaining to the DDRP are outsourced to DASD(CN, CP & GT) under the ASD(GSA).

Coordinating Officials

Organization	Official & Position	Date Coordinated
USD(P)	Ryan Henry, Principal Deputy	December 28, 2006
USD(P&R)	Dr. David S.C. Chu	December 6, 2006
USD(C)	Tina W. Jonas	December 7, 2006
General Counsel	Paul S. Koffsky , Deputy General Counsel (P&HP)	November 30, 2006
Inspector General	L Jerry Hansen, Deputy Inspector General	November 29, 2006

~~FOUO~~

305/010 853
ES-3939

August 10, 2005

TO: Mike Donley
CC Gordon England
Eric Edelman
Robert Rangel
VADM Jim Stavridis

310

FROM Donald Rumsfeld *DR.*

SUBJECT: Department of Defense Drug Testing

I was unaware of the fact that OSD Policy is in charge of the Department's drug testing program. It seems logical to me that DA&M would be in charge of that. Please get back to me with a proposal and timeline for moving this program into DA&M.

Thanks.

DRR.pl
081005-23



~~FOUO~~

OSD 00496-07



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10 AUG 05

11-L-0559/OSD/46391



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

JAN 24 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: DoD Drug Demand Reduction Program Policy

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The DDRP will continue to be funded through the Counternarcotics Central Transfer Account (CTA) for which the Deputy Assistant Secretary of Defense for Counternarcotics, Counterproliferation, and Global Threats (DASD(CN/CT/GT)), serves as the manager. For the purposes of programming, reprogramming, and accounting for funds supporting DDRP elements of the Counternarcotics CTA, the DASD(CN/CT/GT) will take direction exclusively from the USD(P&R) or an official designated by the USD(P&R).

The Under Secretary of Defense (Comptroller) and the Director for Administration and Management will ensure this functional transfer is recorded in the Department's budgetary and administrative systems.

710

24 JAN 07

10 AUG 05



January 6, 2005

TO: Dina Powell
FROM: Donald Rumsfeld *DR*
SUBJECT: Recommendation

Attached is a letter I received from a good friend of mine, Joe Jannotta. He is recommending a person by the name of Harry Kraemer. Though I don't know Mr. Kraemer, I thought you might want to put him into your file system.

Thauks.

Attach.
1/4/05 Letter to SecDef from Joe Jannotta

DHR:ss
010505-33

230.02

to Jann

Donald Rumsfeld Via Fax (b)(6)
Secretary of Defense

January 4, 2005

Dear Don:

This is a follow **up** note regarding Harry Kraemer, ex-CEO of Baxter. Through his friend Tommy Thompson, he has been encouraged him to **seek** a senior position **at** HHS.

Over the past several months I have gotten to know Kraemer well – in fact have **met** with him a number of **times including** a three hour biographical review. **As** a result, here are a few judgments regarding his **key strengths and skills** –

- **ability to manage complexity and size,**
- a highly rationale approach to decision **making** that is underpinned **by** outstanding financial **skills,**
- a global prospective on business,
- in-depth knowledge of the health care industry and its leaders,
- **high sense** of ethics,
- and is an enthusiastic supporter of President Bush.

Given the above, I **felt** that there **might** be a **fit** for him at **HHS**. If you **agree** would you forward his resume to the appropriate person within the Administration for processing?

Many thanks.

Best regards,



Joe Jannotta

(b)(6)

Attachment: Resume

HARRY M. JANSEN KRAEMER, JR

(b)(6)

Home (b)(6)

(b)(6)

Office (b)(6)

PROFESSIONAL HISTORY**BAXTER INTERNATIONAL****1982 to 2004****CHIEF EXECUTIVE OFFICER / PRESIDENT****1997 to 2004**

Traversed rapid growth, transformation and crisis management during eight-year tenure as President, CEO and Chairman of the Board of a world-leading healthcare business. Outlined and led the execution of progressive strategies to drive market valuation and stock price to all time highs, showcase the company's ability to become a major player in biosciences, and demonstrate a social consciousness that resonated with employees, customers and shareholders.

- Positioned Baxter as one of the healthcare industry's best, most consistent growth companies with revenue and operating profit at double-digit rates over 8 years.
 - Drove a ten-fold increase in market capitalization from \$4 billion in 1993 to \$35 billion by 2002
 - Sustained a 14% average year-over-year increase in stock value to an all time high of \$60/share in 2002 through programs initiated as CFO and continued as President & CEO.
 - Focused the business on profitable growth culminating in revenue growth from \$6.1 billion in 1997 to \$8.9 billion in 2003. Over the same period, net income increased from \$300 million to \$881 million, and net profit margins moved from 4.9% to 9.9%.
 - Led Baxter to a solid financial footing, paying down 30% of long-term debt to less than \$2.2 billion in 2002
 - Instituted aggressive growth through acquisition, completing more than ten transactions valued at more than \$3 billion in ten years to deliver an after-tax return of +20%
- Led a 2003 corporate restructuring initiative to deliver \$300 million in savings and 25% increases in operating margins over 3-4 years.
 - Reduced global workforce 6%, with 50% of headcount reductions in G&A.
 - Divested slow growth businesses, freeing up more than \$1 billion in capital.
 - Drove manufacturing supply chain improvements, closed ten facilities, and improved overall economies of scale.
- Reinforced a values-based, shared objectives business philosophy initiated as CFO. Demonstrated that corporate investments in people were value-added and the key to success.
 - Hand-picked a talented management team, cultivating self-confidence and holistic decision-making.
 - Named the first Chief Scientific Officer and helped advance careers of many executives who later became CEO/President of other companies.
 - Increased headcount 20% while increasing revenue and profit 30-50% in six years.
 - Maintained simple, open and personal communications with all employees at facilities around the world.
 - Pioneered emerging global standards for environmental and social reporting. Named to *Business Ethics Magazine's* list of **100 Best Corporate Citizens**; achieved Top 10% ranking in Dow Jones Sustainability Group Index.
- Diversified the portfolio to create a balanced revenue base. Increased investments in BioScience to 37% of revenue; Medication Delivery to 43% of revenue, offsetting slower growth in Renal Therapy, 20% of revenue, 2003.
- Unveiled an aggressive strategy to build the BioScience business to \$10 billion by 2010. Delivered 20%+ year over year growth in the \$2.5 billion enterprise that is now on par with global biotech firms such as Amgen and Genentech.
 - Drove \$1 billion+ in strategic investments in blood plasma, recombinants and biosurgery products.
 - Positioned Baxter as the "manufacturer of choice" and collaborative partner for small biotech companies.

HARRY KRAEMER

PAGE 2

- Entered the vaccine market with plans to grow a \$100 million business to \$1 billion in ten years. Achieved technology breakthroughs with 10+ vaccines in development Partnered with Acambis PLC to win a \$428 million sole source contract with the federal government for smallpox vaccine.
 - Directed \$1 billion in capital investments in global manufacturing facilities to create high quality, low-cost capacity to produce genetically engineered vaccines and Factor 8 products.
 - Navigated through major market upheaval and 40% price erosion when competitors re-entered the plasma protein market in 2002. Attained market leadership position in blood disorder therapies.
 - Boosted European presence and share of open-heart surgery devices through strategic acquisitions in 1997.
 - Led the rapid growth of a cardiovascular unit spun-off in 2000 as Edwards Lifesciences. Delivered 200% shareholder value and created a new publicly traded company with strong global presence.
- Led strategic repositioning to accelerate the growth of Baxter's flagship \$3+ billion Medication Delivery business. Structured and closed a series of acquisitions to create a robust portfolio of products for physicians and hospitals.
 - Entered the drug delivery business and grew it to \$1 billion in revenue by structuring partnering contracts with major pharmaceutical companies.
 - Expanded anesthesia business lines into a highly profitable market segment.
 - Launched a five-year strategy to grow a \$200 million oncology business into a \$1 billion enterprise. Acquired oncology business from a major German chemical company that doubled the portfolio of cancer treatments.
 - Positioned the Renal therapy business to capitalize on opportunities in parental and hemo dialysis markets.
 - Partnered with Microsoft and Cisco in 2000 to develop applications for web-enabled kidney dialysis machines to connect the scientific, doctor and patient communities.
 - Demonstrated Baxter's social conscientiousness as a "life saving" company that "did the right thing" regardless of the financial or legal impact.
 - Testified before Congress in 2002 as the Chairman of the Healthcare Leadership Council's Executive Task Force on the Uninsured to advocate a combination of solutions to solve a national crisis.
 - Set aside \$150 million in 2001 to compensate victim's families who died using dialysis machines in Europe. Immediately closed plants in acquired company and pulled products from the market. Volunteered a 40% pay cut and 20% reduction in executive bonuses to the Board Compensation Committee.
 - Settled thousands of claims with women suffering side-effects from silicone breast implants in 1997, and hemophiliacs infected with H N from blood products in 1938.
 - Responded proactively to shareholder concerns of PVC-based hospital supply products, which resulted in a withdrawal of a shareholder resolution and favorable relations with activist groups.
 - Championed work-life balance philosophy across the business, attracting and retaining top-notch employees and receiving immeasurable paybacks in employee productivity.
 - Earned recognition as a Fortune "Best Company to Work" in 2001.
 - Introduced back-up elder care, adoption assistance, and alternative work arrangements, e.g., flextime and job sharing.
 - Increased annual giving through the Baxter Foundation to care for uninsured and the elderly, prevent child abuse, promote health education and help local communities.
 - Donated money to charitable causes in which employees participated through "Dollars for Doers" program.

SENIOR VICE PRESIDENT & CHIEF FINANCIAL OFFICER

1993 to 1997

Promoted to top financial job to introduce discipline and strategic focus in revenue, profit and earnings. Given full latitude to effect a corporate-wide cultural transformation to shared values and objectives. Gnted and instituted programs that had a widespread impact on the perception of investors, customers, management, employees and the community. Appointed to the Baxter Board of Directors in 1995.

- Transformed Baxter's image as a laggard financial performer by encouraging the spin-off of slow-growth companies to create financial flexibility, and enhance competitive position and shareholder value.
 - Spearheaded financial and operational disciplines that resulted in consistent, solid returns. Grew net income 11% and net profit margins 63% from 1993 to 1996.

11-L-0559/OSD/46396

- Self-appointed "Cash Flow Officer" to partner with operating executives in driving profitable business growth despite margin pressures.
 - Led Baxter's spin-off as two separate companies: a \$5 billion biotechnology, renal therapy, and cardiovascular medicine enterprise, and a \$3.8 billion U.S. hospital distribution business.
 - Substantiated the need to divest home care and cardiac device businesses where growth was impeded by Medicare and Medicaid price caps.
 - Designed an exit strategy of the U.S. hospital supply business achieving 650% shareholder return when business was ultimately sold to Cardinal Health in 1998.
- Drove an unprecedented restructuring of the business to capitalize on a 60-year history in blood related health businesses.
 - Targeted international growth to increase Baxter's offshore sales from 25% to 50% of total revenue
 - Extended reach into US. cardiovascular perfusion market through the 1995 acquisition of PSICOR and SETA.
 - Led the 1936 \$750 million acquisition of Immuno International to boost European sales.
 - Created a new corporate shared values statement -- *Respect, Responsiveness & Results* - to promote a clear understanding of corporate objectives and build a values-based corporate culture for 55,000 employees.
 - Broke down "silos" across functional disciplines, business lines and worldwide geographies to improve collaboration and optimize the entire portfolio.
 - Ramped-up communication to employees including a fully integrated telecommunications system with weekly voicemails to keep them abreast of progress in every global business unit.
 - Converted an informal "CFO Update" for senior management into a monthly newsletter sent to all employees.
 - Created a "Ask Harry" program where employee could communicate directly with the CFO - a program emulated by all 80 senior managers across the company.
 - Developed a new performance management system that incorporated shared values principles into performance appraisals.
 - Complemented new shared values with the development of four key objectives: *Best Team, Best Partner, Best Results & Best Citizens*.
 - Introduced work/life balance programs that reduced turnover and improved employee satisfaction.
 - Developed new sales/marketing initiatives to position Baxter as a business partner to physicians and hospitals.
 - Implemented focus, discipline, consistency and credibility into all financial planning, budgeting and forecasting processes.
 - Set the example for being responsive to the needs of people, encouraging volunteerism, philanthropy and community outreach.
 - Adopted an annual environmental P&L statement, demonstrating that investments in environmental, health and safety benefited the company and the community.
 - Gained significant media coverage for a unique five-year shared investment program for the top 80 senior managers that focused on creating shareholder value.
 - Introduced voluntary stock purchase plan through personal loans that made senior management vested shareholders in the business.
 - Collaborated with HR to change management objectives and to weight incentive compensation toward profitable growth, cash generation, ROI and overall business results.
 - Led "road show" presentations to share Baxter's vision of delivering a four-fold increase in cash generation that resulted in a 300% increase in stock price over the life of the program.
 - Led the repurchase of more than \$1 billion in Baxter common stock and leveraged strong cash flow performance and divestitures to complete the programs ahead of schedule.

VICE PRESIDENT, INTERNATIONAL FINANCE & OPERATIONS

1990 to 1993

Responsible for finance and operations in the \$3 billion international business. Developed and implemented a new structure to align core business functions and operations into a global operating environment

HARRY KRAEMER

PAGE 4

- Designed and implemented a shared services organization for finance, human resources and IT to optimize resources and reduce G&A expense.
- Transformed offshore operations and country management structures into a global environment. Appointed six global heads to translate corporate growth initiatives into regional sales and marketing strategies.
- Created centers of excellence across manufacturing facilities in 27 countries to leverage high-quality, low cost production and achieve operating efficiencies and economies of scale.

DIVISION PRESIDENT, HOSPITEX

1989 TO 1990

Promoted into first P&L responsibility for a \$200 million division with 200 employees responsible for specialty hospital products with responsibility for sales, marketing and operations.

- Drove double-digit growth through new products, market expansion and client relationship management.
- Positioned Hospitex as the lead business in the Baxter portfolio, delivering one of the highest ROF's in the company.
- Capitalized on emerging technology to expand offerings in higher value, higher margin patient care systems and hospital equipment to offset declining profit margins in commodity-based products and supplies.

VICE PRESIDENT, FINANCE & OPERATIONS, HOSPITAL GROUP
CONTROLLER, HOSPITAL SUPPLY DIVISION
CONTROLLER, CARDIOLOGY BUSINESS

1988 to 1989
1987 to 1988
1986 to 1987

Transitioned from corporate finance into line management, earning progressive promotions as the top financial executive of business units/divisions ranging in size from \$800 million to \$4 billion.

VICE PRESIDENT, FINANCIAL PLANNING & ANALYSIS
DIRECTOR, CORPORATE DEVELOPMENT

1985 TO 1986
1982 TO 1985

Brought expertise in business development to a \$1.5 billion company under the leadership of a new CEO with a vision to drive ambitious organic and acquisition-based growth. Earned CPA certification.

PLANNING & BUSINESS DEVELOPMENT ANALYST - NORTHWEST INDUSTRIES
Formerly a \$6B diversified holding company with interests in consumer and industrial products

1979 to 1982

DIRECTOR, BUSINESS DEVELOPMENT
BUSINESS DEVELOPMENT ANALYST

1981 TO 1982
1979 To 1981

EDUCATION

MBA, Finance & Accounting - Kellogg School of Management/Northwestern University, 1979

BS *summa cum Laude*, Mathematics & Economics - Lawrence University, 1977
Certified Public Accountant

BOARD & COMMUNITY AFFILIATIONS

- Science Application International Corporation (SAIC), Board of Directors
- Northwestern University, Board of Trustees
- Kellogg School of Management, Dean's Advisory Board
- Schaffner Award for Outstanding Leadership & Service - Kellogg School of Management, 1996
- Lawrence University, Board of Trustees
- Johns Hopkins Bloomberg School of Public Health, Deans Advisory Board
- Evanston Northwestern Healthcare, Board of Trustees
- Business Counsel, Commercial Club of Chicago
- Economics Club of Chicago
- Past Member, Business Round Table - Healthcare Leadership Council

~~FOUO~~

November 29, 2005

TO: Jim Haynes

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Congressman Cunningham

I notice in the paper today that Congressman Cunningham resigned, and the allegation against him is that he influenced Defense contracts. If there is not already an investigation going on with respect to what that might mean, we should certainly initiate one.

Thanks.

DHR:ss
11290546

.....
Please Respond By 12/13/05

~~FOUO~~

OSD 00517-06

11-L-0559/OSD/46399



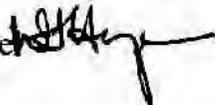
GENERAL COUNSEL

GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
1600 DEFENSE PENTAGON
WASHINGTON, D. C. 20301-1600

11:45

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM: W. J. Haynes II, General Counsel 

SUBJECT: Congressman Cunningham

- This responds to your snowflake dated November 29, 2005, regarding further investigation into the issues associated with Congressman Cunningham's resignation.
- The Deputy Secretary and I have addressed this question to you orally, but in the interest of certainty, please note the following:
- The head of the Criminal Division of the Department of Justice advises that DoJ has the lead for investigating the issues and that additional investigations could disrupt those efforts. Even something as seemingly innocuous as a data call could inadvertently affect the outcome.
- Ric Race, the Deputy Inspector General for Investigations, confirms that the Defense Criminal Investigative Service is supporting the Department of Justice in the investigation. He concurs that additional investigations could be disruptive.
- On the other hand, the Acting Inspector General has assured the Deputy Secretary and me that the IG will bring to our attention any infirmities within DoD that come to light during the investigation.

COORDINATION: NONE

Prepared by: Douglas Larsen, (b)(6)



11-L-0559/OSD/46400

OSD 00517-06



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

2005 JAN - 7 PM 01:11
CM-2267-05
7 January 2005

MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Draft Memo on Abuse of Detainees Under Department of Defense Control

1. You requested I review the proposed draft memo to you from the President on abuse of detainees under Department of Defense control.
2. While the draft memo is substantially correct, I am deeply concerned about the tone. The memorandum does not focus on the positive developments; instead, it relies on past incidents to paint a bleak picture and casts the Department of Defense in a negative light. It places too much emphasis on the punishment and actions taken against those guilty of the abuse and too little emphasis on actions already taken to ensure such abuses will not occur again. In addition, this memo fails to put the abuse problem into a meaningful context; our forces have captured and held tens of thousands of detainees, with those leveling accusations of abuse numbering only in the dozens. A single instance of abuse is one too many, but recent press reports imply that abuse is systematic and widespread. This memo does nothing to dispel that notion.
3. As drafted, the memo further implies that detainee abuse is rampant and ongoing. As you are aware, the issues of abuse mentioned in the numerous articles occurred primarily in 2002 and 2003. While instances of alleged abuse have occurred recently, when it has occurred, it has been immediately reported, investigated and appropriate corrective action has been taken.
4. Our staffs should work together to change the draft memo if possible. This could be a positive exchange if done right. If the draft memo doesn't change, we need to generate a response memo, highlighting the positive, ongoing actions taken to address allegations of detainee abuse. In addition, I recommend such a response also highlight the good work of our forces involved in detention operations.

Richard B. Myers
RICHARD B. MYERS
Chairman
of the Joint Chiefs of Staff

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

Reference:
1 Draft Memorandum from the President to the Secretary of Defense, undated, "Abuse of Detainees under Department of Defense Control"

383.6

7 JAN 05

29 Dec 04

OSD 00622-05

FOUO

SENSITIVE

2005 12-29 15:23:15

December 29, 2004

TO: Paul Butler
CC: Lt. Col. Greg Legayel
FROM: Donald Rumsfeld
SUBJECT: Draft Memo

To: Paul Wolfowitz
Gen
Larry D. Rife
Doug Fertk
Steve Cambone
Jim Haynes



Attached is a sensitive draft memo.

It's not been signed or sent. I'd like you folks to check it and make sure it is accurate. If you have any suggestions on tone or handling of it, let me know.

We also ought to draft how we would respond to this. My impression is that the data in here is inaccurate, and needs to be updated and amended.

Please get back to me soon,

Thanks.

ATTACH.
12/29 BUTLER MEMO TO SECDEF 12/27 MEMO TO RIFE
DHR:ss
122904-18 (ss)

.....
Please respond by 1/4/05

SENSITIVE

FOUO

OSD 00622-05

To: SecDef

12/29/04

From: Paul Butler *fab*

Attached is a copy of the draft memo we discussed last night. As far as we know, it is still a draft. I relayed the message to the Deputy last night. I'm trying to find out if he has spoken with Steve Hadley. I'll report back as soon as I know something.

2

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20504

December 27, 2004

ACTION

MEMORANDUM FOR CONDOLEZZA RICE

THROUGH:

JOHN B. LINGER

PROM:

BRAD WIEGMAN

SUBJECT:

Abuse of Detainees under Department of Defense
Control

As you requested, attached at Tab I is a memorandum to the President recommending that he send a memorandum to the secretary of Defense on the detainee abuse issue.

RECOMMENDATION

That you sign the memorandum to the President at Tab I.

Attachment 8

Tab I Memorandum to the President

Tab A Memorandum to Secretary of

Defense

ACTION

MEMORANDUM FOR THE PRESIDENT

FROM: CONDOLEEZZA RICE

SUBJECT: Abuse of Detainees under Department of Defense Control

Purpose

To sign a memorandum to the Secretary of Defense on abuse of detainees in Department of Defense control.

Background

There have been many reports this year of abuse of detainees in the control of our military, most prominently the episode at Abu Ghraib in Iraq, but also reports concerning other incidents in Iraq and Afghanistan and FBI reports that have recently come to light concerning alleged abuse of detainees at Guantanamo Bay. These allegations have been or are being investigated by the Department of Defense. To date over fifty individuals have been referred to courts martial for various types of misconduct and others have been administratively disciplined. The Independent Panel, established by Secretary Rumsfeld and headed by former Secretary of Defense James Schlesinger made a number of recommendations this summer to improve detainee operations to ensure that abuse does not recur, and the other investigations that have been conducted into detainee abuse have also made numerous recommendations. The Department of Defense is working through these recommendations and implementing reforms and some investigations remain ongoing.

The repeated reports of detainee abuse this year have been damaging to the image of the United States abroad and have been disturbing to many Americans here at home. The memorandum at Tab A expresses your concern about this issue, while also,

cc: Vice President
Chief of Staff
Vice President's
Chief of Staff

expressing continued confidence in our military, and emphasizes to the Secretary of Defense the importance of continuing his efforts and making the results of the investigations and corrective actions known to the American people. It sends a clear message from you as Commander-in-Chief that you expect all detainees in the custody of our military to be treated humanely and consistent with applicable law and asks the Secretary of Defense to convey this message to our commanders in the field.

Concurrence: NSC/Legal

RECOMMENDATION

That you sign the memorandum at Tab A.

Attachment

Tab A Memorandum to the Secretary of Defense

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Abuse of Detainees under Department of Defense
Control.

The United States has the finest military force in the world, and
our

and

prevent such abuses from occurring in the future. You have my full support in working toward these objectives; You should also reemphasize to commanders in the field that they must work to ensure that all detainees under the control of our armed forces are treated in a lawful and dignified manner.

7

OSD#	SF#	Subject	TO:
13900-04	042304-14	Location of Civil Affairs <i>closed 9/15/04</i>	JCS
00052-05	112404-2	Joint CONOPS	JCS
00622-05	122904-18(ts)	Draft Memo <i>ok to close</i>	Butler
78963-04	120204-9	Pentagon Four <i>ok to close</i>	JCS
79005-04	112404-6	NATO <i>ok to close</i>	USP
75306-05	123004-10	Protecting Officials <i>close 2/3/05</i>	

LT col Lengyel,

can you pls indicate if
you show those open or closed?

TO: →
 THANKS,
JASON
 ESD

To: SecDef

January 21, 2005

From: Paul Butler

cc: Deputy

CJCS

Larry Di Rita

... Doug Feith

Steve Cambone

Jim Haynes

Pete Geren

Subject: Snowflake response on draft POTUS memo on detainees

You issued a snowflake (Tab A) asking the group listed above to review the draft memo from POTUS to you on detainees for accuracy and to develop a draft response. ~~Our~~ latest information is that there is no current plan to send the POTUS memo to you. Accordingly, the group decided that the proposed way ahead ought to be a memo from DoD to the NSC updating the status of detainee investigations. The attached draft memo for your review (Tab B) suggests that the memo come from the Deputy to Steve Hadley and that it review the record of investigations thus far and also address the need for interagency action on detainees in order to reinforce that this is not an issue under the sole control of DoD.

573,6

21 Jan 05

29 Dec 04

OSD 00622-05

11-L-0559/OSD/46410

~~FOUO~~
SENSITIVE

December 29, 2004

TO: Paul Butler
CC: Lt. Col. Greg Lengyel
FROM: Donald Rumsfeld *DR*

To: Paul Wolfowitz
Gen Myers
Larry D. Rife
Doug Feith
Steve Cambone
Jim Haynes
Pete: Eversen

SUBJECT Draft Memo

Attached is a sensitive draft memo.

It's not been signed or sent. I'd like you folks to check it and make sure it is accurate. If you have any suggestions on tone or handling of it, let me know.

We also ought to draft how we would respond to this. My impression is that the data in here is inaccurate, and needs to be updated and amended.

Please get back to me soon.

Thanks.

ATTACH.
12/29 BUTLER MEMO TO SECRET 12/27 MEMO TO RICE
DHR:cm
122904-18 (u)

.....
Please respond by 1/4/05

SENSITIVE
~~FOUO~~

PROPOSED MEMO FROM DEPSECDEF TO NAT'L SECURITY ADVISOR

The Department of Defense is nearing closure on the investigations and assessments of detainee operations and known causes of abuse. I would like to update you on the status of these efforts and to raise several related issues to your attention.

As you know, DoD aggressively investigates allegations of detainee abuse. It is holding individuals accountable for their actions, and is taking steps throughout the Department to minimize the possibility of future abuse. To date, more than **fifty** service members have been referred to courts-martial and others have been disciplined through administrative action. Any allegations of abuse that arise in the future will be investigated and appropriate corrective action will be taken.

Since September 11, 2001, our forces have detained tens of thousands of fighters on battlefields around the world, and have conducted tens of thousands of interrogations. The vast majority of **U.S.** service members have conducted themselves with honor. Their efforts have been critical to the success of our operations. Our forces will continue to capture and detain individuals who commit or assist those who commit hostile acts against the United States, and our coalition partners. Our forces will take appropriate and lawful steps to obtain intelligence **from** detainees that assist us in defeating our enemies and saving American lives.

To ensure we conduct these activities in accordance with the President's order to treat all detainees humanely, Secretary Rumsfeld has commissioned several major reviews, including the Schlesinger Panel and review of detention and interrogation activities by Vice Admiral A. T. Church. The latter review – the “Church Report” – is nearing completion, and we intend to brief its results to the Congress and the public in the near future.

Altogether, the eleven major reviews, assessments and investigations have produced over five hundred specific recommendations for improving detention operations, many of which DoD has already implemented. These reviews and ongoing DoD reform efforts are intended not only to improve operations but to communicate clearly to the American people, to the world and to the **U.S.** military that detainee abuse is not something we tolerate and that when it happens we act vigorously to uncover it, to punish those responsible and to implement fixes.

We would like to brief the Principals Committee on the results of the several reviews and reports conducted by DoD, and on the efforts DoD has underway or completed to improve detention operations. In discussing these issues, all agencies

ought to be forthcoming with information they have about abuse allegations or other problems with detention operations.

As DoD moves ahead with implementing reforms to detention operations, **the** USG should also reexamine its basic policies in light of three years **of** experience in Global War on Terrorism experience. Some fixes needed to prevent or address detainee abuse require action **by-or** cooperation with other USG Departments and agencies. Long-term solutions to USG detainee policy issues require interagency attention: What is the plan for accelerating development of Iraqi and **Afghan** justice and **prison** capacity? How can the USG help strengthen the legal authority of Coalition partners to detain terrorists and their supporters? The Deputies Committee should be asked to meet on these issues in the near **future**.

FOUO

SENSITIVE

December 29, 2004: 11

TO: Paul Butler
CC: Lt. Col. Greg Lengyel
FROM: [redacted] nsfeld DA

SUBJECT: Draft Memo

To: Paul Woffowitz
Gen Myers
Larry D. Rife
Doug Feith
Steve Cambone
Jim Haynes

Attached is a sensitive draft memo.

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We also ought to draft how we would respond to this. My impression is that the data in here is inaccurate, and needs to be updated and amended.

Please get back to me soon.

Thanks.

ATTACH:
12/29 BUTLER MEMO TO SECDEF 12/27 MEMO TO RICE
DHR:es
122904-18 (12)

.....
Please respond by 1/4/05

SENSITIVE

FOUO

OSD 00622-05

11-L-0559/OSD/46414

383
6

29 Dec 04

Tb; SecDef .

12/29/04

From: Paul Butler *fab*

Attached is a copy of the draft memo we discussed last night. As far as we know, it is still a draft. I relayed the message to the Deputy last night. I'm trying to find out if he has spoken with Steve Hadley. I'll report back as soon as I know something.

2

~~FOUO~~
TAB A

NOV 23 2005
10 53 AM '05

DEC 2 10 2005

TO: Gen Pete Pace
C C Fran Harvey
GEN Pete Schoomaker
David Chu
FROM Donald Rumsfeld *DR*
SUBJECT Article on Mistaken Hometown Affiliation

What is this article about?

Thanks.

Attach. "Pentagon's Mistake Upsets Family of Dead GI from Ohio," *Chicago Sun-Times*||
December 19, 2006.

DHR:dh
121905-43

.....
Please Respond By December 29, 2005

Tab A

~~FOUO~~

OSD 00633-06

11-L-0559/OSD/46416



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

CM-0151-06 2 5:45
13 January 2006

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM: General Peter Pace, CJCS *VRP 13 Jan 06*

SUBJECT: Article on Mistaken Hometown Affiliation (SF 121905-43)

- **Answer.** In response to your question (TAB A), the initial DOD press release listed the wrong hometown of record for Staff Sergeant Curtis A. Mitchell. The press release was amended the next day, prior to the *Chicago Sun Times* report.
- **Analysis.** Staff Sergeant Mitchell from McConnelsville, Ohio, died in Iraq on 12 December. Injured in the same incident was a Service member from Evansville, Indiana. Upon reporting the incident to the Army Casualty and Memorial Affairs Operations Center (CMAOC), the field command erroneously reversed the hometowns. This information filtered through the Army Human Resources Command Public Affairs Office (PAO) to the Department of Defense, and the press release listed Sergeant Mitchell's hometown as Evansville. During a case review the following day, Army CMAOC noted the discrepancy and notified the Army PAO, who in turn alerted DOD PAO. The press release was corrected and used by most local papers. The *Chicago Sun-Times* noticed the change, contacted the family, and filed the Pentagon mistake story.
- The Army is aware of this incident and will determine whether or not any further action is warranted.

COORDINATION: TAB B

Attachments:
As stated

Prepared By: Rear Admiral Donna L. Crisp, USN, Director, J-1 (b)(6)

copy to:
CSA

OSD 00633-06

11-L-0559/OSD/46417

~~FOUO~~
TAB A

DEC 21 2005

TO: Gen Pete Pace
CC: Fran Harvey
GEN Pete Schoomaker
David Chu
FROM: Donald Rumsfeld *DR.*
SUBJECT: Article on Mistaken Hometown Affiliation

What is this ~~article~~ about?

Thanks.

Attach. "Pentagon's Mistake Upsets Family of Dead G from Ohio," *Chicago Sun-Times*,
December 19, 2006.

DHR:dh
121905-43

.....
Please Respond By December 29, 2005

Tab A

~~FOUO~~

11-L-0559/OSD/46418

CHICAGO SUN-TIMESwww.suntimes.com[Back to regular view](#)<http://www.suntimes.com/output/news/cst-nws-err19.html>[Print this page](#)**Pentagon's mistake upsets family of dead GI from Ohio***December 19, 2005*

A Pentagon error incorrectly listing Evansville, Ind., as the hometown of an Ohio soldier who died in Iraq has bewildered the man's family, who want the military to correct the mistake.

When it announced that Staff Sgt. Curtis "Tony" Mitchell had died last week in Baghdad when a roadside bomb exploded under his tank, the Department of Defense listed Evansville as his "home of record."

But Charlie Mitchell, the oldest of eight siblings, said his brother never lived in Evansville. Their parents live in southeastern Ohio, where Curtis Mitchell, 28, also grew up, joining the Army right out of high school in McConnelsville, Ohio.

Charlie Mitchell, who lives in Springfield, Ohio, said their mother is trying to get the Pentagon to set the record straight about her son.

A Pentagon spokeswoman admitted that it made an error.

The family of Army Spc. Craig Conger, who is from Evansville, believes the mistake came about because Conger, 22, was also in the tank hit by the bomb.

Charlie Mitchell said he has two surviving brothers in the military. One of them, Jimmy, was on patrol with Curtis when the bomb went off. He watched the explosion from his tank, farther back in the convoy. AP

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Tab A

TAB B

COORDINATION

US Army Public Affairs

Mr. Boyce

29 December 2005

US Army DTAG

COL Larsen

28 December 2005

TAB A

DJS

~~FOUO~~
w/SECRET Attachment

October 17, 2005

TO: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: Afghanistan Train and Equip Assessment

Let's see that the recommendations in this Afghanistan train and equip assessment are implemented, and get me a monthly report on progress towards it.

Thanks.

Attach.

Afghanistan Train/Equip Mission Assessment for the Secretary of Defense 8-13 September 2005 *(cover sheet only)*

101705-03(TS).doc

.....
Please respond by November 17, 2005

~~FOUO~~
w/SECRET Attachment

OSD 00634-06^{Tab A}

11-L-0559/OSD/46421

TO: RPA
J. Angello
11/24/04

READERS

November 23, 2004

2005 JUN 10 15:10:03

TO: David Chu

CC: Gen Dick Myers
Gordon England
Jim Roche
Fran Harvey

FROM: Donald Rumsfeld *DR*

SUBJECT: Relieving Stress on the Force

Thank you for the good work on the "Tapping the Beer Keg" brief.

I'd like to see a template developed so that each Service can report on their progress in each of the areas you addressed – freeing up military for deployment by contracting, cross-training and deploying among the individual Service, task force organizing, developing visibility, and so forth.

DHR:ss
112304-3

.....
Please respond by 1/5/05

~~FOUO~~

11-L-0559/OSD/46422

OSD 00656-05



PERSONNEL AND
READINESS

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



INFO MEMO

January 6, 2005 1:38 PM

FOR: SECRETARY OF DEFENSE

DepSec _____

FROM: David S. C. Chu, USD (Personnel and Readiness)

David S. C. Chu 7 January 05

SUBJECT: Relieving Stress on the Force—"Tapping the Beer Keg" SNOWFLAKE
(TAB A)

- After our November 23 discussion on force sustainment strategies, you asked us to return with a template that the Services could use to report on their progress in implementing these practices.
- We worked with the Army and JFCOM to craft an appropriate template for reviewing these initiatives.
- The template prompts the Services to list and quantify initiatives that alleviate OIF/OEF sourcing shortfalls (TAB B). We will review these data with the military departments over the next two weeks.
- Our intent is to empirically highlight the extent to which these good ideas have been implemented and discuss the potential for additional opportunities across the Department.
- We will schedule a session with you later this month to review our findings and recommend a way forward.

COORDINATION: As stated

Attachments:
As stated

Prepared By: Joseph J. Angello, Jr., Director, Readiness Prog & Assessment (b)(6)



OSD 00656-05

11-L-0559/OSD/46423

TAB

A

~~TOP SECRET~~
TO: RPA
J. Amello
11/24/04

RECEIVED

November 23, 2004

2005 JAN 10 11:10:03

TO: David Chu
CC: Gen Dick Myers
Gordon England
Jim Roche
Fran Harvey
FROM: Donald Rumsfeld *DR*
SUBJECT: Relieving Stress on the Force

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DHR:ss
112304-3

Please respond by 1/5/05

FOUO

TAB

B

Force Management Initiatives:								
No.	Initiative Title	Cat.	Affected Capability Areas	Component	Affected UIC or Community	General Description	Sourcing Effects	Remarks
1	Example: Retraining the 30th ESB	B1	CB	G	WVASFF (note: this is the 30th ESB)	Element 1 Example: Retrain the 30th ESB	1300	Used to fill specific sourcing requirements for 04-08 rotation.
2								
3								
4								
5								

Key Fields:

- Initiative title
- Initiative type
(e.g. contracting out, civilianizing, cross training)
- Affected capability area
(e.g. air power, civil affairs, military police)
- Component
- Affected UIC or community
- Detailed description
- Units & Billets affected
- Remarks

Directions:

The following provides a column-by-column explanation for how each service will record their progress in force management initiatives. The reporting template accompanies these instructions.

- **Initiative Number:** Give each initiative a unique number (1, 2, 3 etc). If multiple rows are used to describe the effects of individual initiatives, use an outline numbering schema (1.1, 1.2, 1.3, etc) to identify subordinate rows.
- **Initiative Title:** Give each initiative a unique title.
- **Category:** Use one or more of these of these category codes as they apply. If the initiative does not fit any one or combination of categories, please use the category “E” and explain using the remarks column.

— Category A: Finding substitutions for military personnel

- * *A1: Using contract personnel:* Using contractors to satisfy military requirement to free up military assets (Ex: Using contractors to satisfy CONUS positions thereby freeing up military personnel.)
- * *A2: Using civilian personnel:* Using contractors to satisfy military requirement to free up military assets (Ex: Using Federal civilians to satisfy CONUS or theater requirements in lieu of military personnel.)

— Category B: Increasing the supply of high-demand skills

- * *B1: Cross training:* Training individuals to perform *outside* their general occupational field. This may or may not involve cross-Service solutions. (Ex: Training artillerymen for infantry positions).
- * *B2: Skill broadening:* Training individuals on a wider variety of skills within their general occupational field. This may or may not involve cross-Service solutions. (Ex: Training a larger pool of personnel on core “IMP-type” skills.)
- * *B3: Restructuring skills:* Shifting endstrength from low-demand skills areas to high-demand areas. (Ex: Reducing billets for musicians and increasing the number of billets for truck drivers)

— Category C: Increase the number of deployable units

- * *C1: Taskforce organizing:* Create units/organizations from individuals or small detachments. (Ex: Pulling elements from several guard or reserve units to create a deployable unit)
- * *C2: Adding forces structure:* Increase endstrength to suit demand

— **Category D: Assign personnel based on planned deployment status** (Ex: Ensure that returning “red-lined” personnel are not assigned to units likely to deploy imminently. Conversely, ensuring that available, high-valued personnel are not assigned to non-deploying positions (such as headquarters or infrastructure.)

— **Category E: Other / Not listed**

- **Affected Capability Areas:** The following are the capability areas used in OIF/OEF sourcing exercises. Identify which area(s) are affected by each initiative. Use one or more codes as they apply:

- * All: All capability areas
- * Other: Other / Not listed: Affects a capability area that is not listed here
- * AG: Adjutant General
- * AP: Air Power
- * AV: Aviation
- * CA: Civil Affairs
- * CB: Combat
- * CH: Chaplains
- * CM: Chemical
- * CF: Combatant Forces
- * CS: corps support
- * EN: Engineering
- * F: Finance
- * FS: Fire Support
- * HQ: Headquarters
- * IO: Information Operations
- * MS: Medical
- * MH: Military History
- * MI: Military Intelligence
- * MP: Military Police
- * OD: Ordinance
- * PRT: Provincial Reconstruction Team
- * PO: Psychological Operations
- * PA: Public Affairs
- * QM: Quartermaster
- * SEC: Security Forces
- * SC: Signal Corps
- * TN: Trainers
- * TC: Transportation
- * WS: Waterside

- **Component:** List the affected component:

* A:
*
*

- **Affected UIC or Community:** Explain which unit(s) was (were) affected by this initiative. For those initiatives that targeted specific UICs, please list them. If the initiative covers an entire skill area or community (thereby affecting many UICs), you can just list the applicable skill area or community.
- **General Description:** Use this space to provide enough explanation for a reader to understand how the initiative was executed, the expected duration and implementation plans.
- **Sourcing Effects:** Use this section to quantify how the initiative directly contributes to GWOT and other ongoing missions. Entries will be in the form of the units and associated billets sourced as a result of each initiative. List the GWOT forces according to the applicable OIF rotation (04-06, 05-07, 06-08, and beyond). Effects for other missions should be entered in the “other” column. Use the remarks column for all amplifying text.
- **Remarks:** Use this space to provide enough explanation for a reader to understand extenuating circumstances, impacts the initiative accomplished beyond those listed in the “sourcing” columns, and possible negative or second order effects associated with the initiative. Be sure to discuss mitigation strategies for any negative impacts.

DEC 14 2004
2005 JUN 13 10:19:14

TO: Bill Winkenwerder
FROM: Donald Rumsfeld *DR*
SUBJECT: Letter from Dr. Ben Carson

This fellow, Dr. Ben Carson, is a brilliant neurosurgeon at Johns Hopkins. The letter is self-explanatory. Please take a look at this, tell me what you can do about it, and keep me posted.

Thanks.

Attach.
12/10/04 Letter from Dr. Ben Carson to SecDef

DHR:ss
121304-36

.....
Please respond by _____



HEALTH AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

INFO MEMO

2005 JAN 04 11:00 AM

JAN 04 2005

FOR: SECRETARY OF DEFENSE

FROM: *William Winkenwerder, Jr.*
William Winkenwerder, Jr., MD, ASD (Health Affairs)

SUBJECT: Dr. Ben Carson's concern about Mr. Bryan Sims' inability to enter Army due to history of brain surgery

- Dr. Carson contends Mr. Sims was qualified to enter the Army despite brain surgery performed when a child (TAB A).
- Army's waiver authority denied a waiver of the condition.
- We have asked Army's Neurosurgery consultant to review the record and call Dr. Carson to discuss the case.
- I have sent a letter to Dr. Carson explaining this situation and asking him to discuss the case with the Army consultant (TAB B).

COORDINATION: TAB C

Attachments:

As stated

Prepared by: Colonel Bengt, C&PP (b)(6) PCDOCS 74970,75405

11-L-0559/OSD/46432

OSD 00661-05

FOUO

SECRET
DEC 14 2004
2005 11 10 09 10 14

TO: Bill Winkenwerder
FROM: Donald Rumsfeld *DR*
SUBJECT: Letter from Dr. Ben Carson

This fellow, Dr. Ben Carson, is a brilliant neurosurgeon at Johns Hopkins. The letter is self-explanatory. Please take a **look** at this, tell me what you can do about it, and keep me posted.

Thanks.

Attach.

12/10/04 Letter from Dr. Ben Carson to SecDef

DHR:ss
121304-36

.....
Please respond by _____

FOUO

11-L-0559/OSD/46433

DSD 00661-05

Neurological Surgery

600 North Wolfe Street/ Harvey 811
Baltimore, MD 21287-8811
410-955-7888 / Fax: 410-955-0626

Benjamin S. Carson, Sr., M.D.
Professor and Director of Pediatric Neurosurgery

December 10, 2004

The Honorable Donald Rumsfeld
The Secretary of Defense
The Pentagon
1000 Defense Pentagon
Washington, DC 20301-1000

Dear Secretary ~~Rumsfeld~~:

It has been a long time since we have communicated, but I have certainly watched what you are doing with pride and pleasure. I am delighted that you will be staying on as Secretary of Defense, and I think I can speak for all the other directors at Kellogg that we certainly miss you. As you know, Carlos will be joining you in the Cabinet soon and as you probably know, I am a member of the President's Council on Bioethics.

I am writing to explore the possibility of cutting through what seems to be insurmountable military bureaucracy on behalf of one of my patients. His name is Bryan Sims, and he is currently in the Corp of Cadets at the North Georgia College and State University, the Georgia Military College. Since he was a small boy, he has wanted to be a member of the United States Army and has geared his education in that direction. About 10 years ago, he had a cyst in his brain which I treated by inserting a shunt. This cyst has subsequently resolved, and the shunt became non-functional. It has not functioned for several years now. Unfortunately, the military has a policy that says someone with a shunt cannot join the Army, apparently, according to Dr. Dalleri and Dr. Wong who have been dealing with his particular case. Needless to say, the young man is heartbroken and his family is devastated. They are considering having the shunt removed to see if possibly that will alter the opinions of the doctors aforementioned. As a physician, I always look at benefit-to-risk ratios when considering surgery and to put someone asleep and extract something from their brain, which carries it's own inherent set of risks just to be in compliance with a ruling which is largely irrelevant since the patient does not have Hydrocephalus which is the condition for which shunts are usually placed and since the shunt is no longer functional and is no longer needed, would not carry a favorable benefit-to-risk ratio.

11-L-0559/OSD/46434



This young man is meeting **all** of the **standard** qualifications of **the Army** for **physical** training at his school and **has even** gone **through a mini** basic **training course** satisfactorily. I think **our** military could benefit from having dedicated soldiers who **want** nothing more **than to dedicate** **their** lives to defending **our nation**. I would be **most** appreciative if you could intervene for this young man.

Thanks for **your** attention to **this** matter, **and thanks** for the **wonderful job** you are doing for our **nation**. We are extremely proud of you.

With **warm** regards,



Benjamin S. Carson, Sr., M.D.
Director of Pediatric Neurosurgery
Professor of Neurological Surgery,
Oncology, Plastic Surgery, and Pediatrics

/alj

11-L-0559/OSD/46435



THE SECRETARY OF DEFENSE
WASHINGTON

Dr. Benjamin S. Carson
Professor and Director of
Pediatric Neurosurgery
Johns Hopkins
600 North Wolfe Street/Harvey 811
Baltimore, MD 21287-8811

Dear Ben,

Thanks so much for your note. I am delighted you wrote and I thank you so much for your kind words of support.

I'm going to ask Dr. Bill Winkenwerder to take a look at this and get back to you. He is in charge of all health affairs for the Department. He's a good man, and someone you ought to know, anyway. I hope something can be worked out.

With my appreciation and best wishes,

Sincerely,

A large, stylized handwritten signature in black ink, consisting of a large loop at the top and a long, sweeping stroke at the bottom.



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

JAN 04 2005

HEALTH AFFAIRS

Benjamin S. Carson, Sr., M.D.
Professor and Director of Pediatric Neurosurgery
600 North Wolfe Street/Harvey 811
Baltimore, MD 21287-8811

Dear Dr. ^{Ben}Carson:

Thank you for the opportunity to respond to your December 10, 2004 letter to Secretary Rumsfeld in the matter of Mr. Bryan Sims. The Secretary asked that I investigate this matter and see what I can do.

Accession medical standards for entry into the U.S. military are governed by Department of Defense Instruction 6130.4, "*Criteria and Procedure Requirements for Physical Standards for Appointment, Enlistment, or Induction in the Armed Forces.*" The Army's application of this Instruction is contained in Army Regulation 40-501 "*Standards of Medical Fitness.*" It is our policy to access only those personnel who can be immediately deployed world-wide to perform unrestricted military duties under harsh conditions without the need for prescription medication or specialized medical treatment.

The Services have the authority to waive any condition to meet their manpower needs. In this case, the waiver authority for the Army determined that retention of a foreign object and the fact Mr. Sims had undergone brain surgery precluded against granting such a waiver. However, my staff has prevailed upon the Army Surgeon's office to have their neurosurgery consultant obtain and review the medical record in detail. He will then speak with you about Mr. Sims' case.

I trust this explanation of our policy will be helpful to you.

Bill

William Winkenwerder, Jr., MD

I have asked the Army Medical Department to take a most careful look at this situation and to speak directly with you. It was good to speak with you and I hope we have the chance to meet personally in the near future —

11-L-0559/OSD/46437

COORDINATION

Dir, C&PPI

CAPT Jack Smith

40 MTC, 25 Dec 08

CoS, HA

COL Thom Kurlmel

PDASD, HA

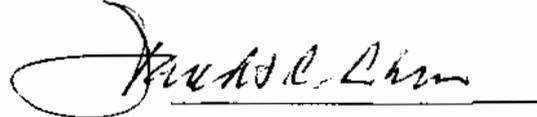
Dr. Steve Jones

Letter from Dr. Ben Carson - Snowflake

COORDINATION

USD (P&R)

Dr. David S. C. Chu


7 January 2011

January 3, 2005

TO: CAPT Bill, Marriott

FROM: Donald Rumsfeld

DR

SUBJECT: Thank You Notes

Please draft thank you notes for the three attached notes for me to sign. The Sutcliffs sent some very nice flowers, please note that in the thank you. I don't believe I know them.

I also don't know Marie Schumacher, but would like to send her a nice note.

Please thank Feeley as well.

Attach.

- 12/5/04 Note from Marie Schumacher
- Note from Sutcliffs
- Christmas Letter to Specialist P.M. Feeley (copy to SecDef)

DHR:ss
123104-21(ts)

.....
Please respond by 1/13/05

33550

3505

12/8
1400



~~FOUO~~

December 8, 2004

TO: Paul Butler
FROM: Donald Rumsfeld *DR*
SUBJECT: Write Honorees

I would like to get a list of the Kennedy Center honorees, so I can Write some of them a note.

I also want to write Billy Joel, so try to get his address.

Thanks.

DHR:dh
120804-14

.....
Please respond by 12/16/04

335 SD

8 Dec 05

~~FOUO~~

OSD 00685-05



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27TH ANNUAL KENNEDY CENTER HONORS

2004 HONORS

The John F. Kennedy Center for the Performing Arts announced the selection, by its board of trustees, of the individuals who will receive the Kennedy Center Honors of 2004. Recipients to be honored at the 27th annual national celebration of the arts are:



The John F. Kennedy Center for the Performing Arts announced the selection, by its board of trustees, of the individuals who will receive the Kennedy Center Honors of 2004. Recipients to be honored at the 27th annual national celebration of the arts are: actor, producer, writer and director; husband-and-wife actors, writers and producers; singer and soprano; and composer and conductor.

"This year the Kennedy Center honors not the usual five but six extraordinary individuals whose unique and abundant artistry has contributed significantly to the cultural life of our nation and the world," said Kennedy Center Chairman Stephen A. Schwarzman. "They are a film artist whose talents are astonishingly diverse; a greatly revered couple of stage and screen; a pop music icon who also composes stunning musical film and theater scores; an operatic superstar of unsurpassed artistic achievement; and one of the most influential American composers of the past four decades."

The annual Honors Gala has become the highlight of the Washington cultural year. The

THE KENNEDY CENTER
HONORS
PHOTOS FROM 26TH
KENNEDY CENTER GALA

Stop by the kiosks in the Hall of States and
visit the Kennedy Center to view videos of past

2004 Honorees will be saluted by stars from the world of the performing arts at a gala performance in the Kennedy Center's Opera House on Sunday to be attended by the President of the United States and Mrs. Bush, and by artists from around the world.

The President and the First Lady will receive the Honorees and members of the Artists Committee, along with the Kennedy Center Board of Trustees at the White House on Sunday evening, December 5, prior to the gala performance. The Boeing Company is the exclusive underwriter of the 2004 Kennedy Center Honors events, which concludes with a supper dance in the Grand Foyer.

The Kennedy Center Honors will be bestowed the night before the gala on Saturday, December 4, at a dinner, hosted by the Secretary of State Colin Powell.



Candice Bergen, Michael Douglas, and Annette Bening praise the career of Jack Nicholson.

The Honors Gala will be taped for broadcast later in December for the 27th consecutive year as a two-hour prime time special.

George Stevens, Jr., who created the Honors in 1978 and co-wrote the show for the 27th consecutive year. The show is honored with five Emmy's for Outstanding Program as well as Outstanding Contribution to Television.

Delta Air Lines, the official airline of the Kennedy Center Honors broadcast, will provide transportation for the performers and guests who will be coming to Washington for the Honors Gala. Boeing is sponsoring the Kennedy Center Honorees' Luncheon and special event on Saturday, December 4, during the Kennedy Center Honors weekend.

The Honors recipients are recognized for their lifetime contributions to American culture through the performing arts: whether in dance, music, theater, opera, motion pictures or television. The primary criterion in the selection process is excellence. The Honors are not designated by art form or category of artistic achievement; the selection process, over the years, has produced balance among the various arts and artistic disciplines.

Members of the Kennedy Center's national artists committee, as well as past Honorees, made recommendations of possible Honorees. Among the artists making recommendations were: Dan Aykroyd, Christine Baranski, Angela Bassett, Joshua Bell, Adrien Brody, Dave Brubeck, Cy Coleman, Benicio Del Toro, Michael Douglas, Suzanne Farrell, Renee Fleming, Morgan Freeman, Rosemary Harris, Paloma Herrera, Philip Seymour Hoffman, Nathan Lane, Yo-Yo Ma, Nadja Salerno-Sonnenberg, Steven Spielberg, Meryl Streep and Pinchas Zuckerman.



Julie Andrews and Van Cliburn look at each other.

Michael M. Kaiser, President of the Center, expressed the Center's gratitude to the many individuals in the Honors program. "In addition to recognizing our most treasured artists, the Kennedy Center Honors supports the many performing arts initiatives, education and public service programming, and national programs that make the Center's presentations accessible to all."

Exclusive Underwriter



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The John F. Kennedy Center for the Performing Arts
2700 F Street, NW
Washington, DC 20566
Tickets and information: 800-444-1324 or 202-467-4600
Administrative Offices: 202-416-8000
[Contact Us](#)

January 4, 2005
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The Chamber Music Society of Lincoln Center

CBS to Broadcast "Kennedy Center Honors" Dec. 21; Tony Winners McDonald and Headley Perform

Related Information

Email this Article
Printer-friendly

By Andrew Gans
and Kenneth Jones
17 Dec 2004

CBS-TV will broadcast the 27th annual "Kennedy Center Honors" Dec. 21 at 9 PM ET. Caroline Kennedy hosts.

The two-hour gala evening pays tribute to the 2004 Kennedy Center Honorees: actor Warren Beatty, husband-and-wife acting couple Ossie Davis and Ruby Dee, pop and Broadway composer Elton John, opera star Dame Joan Sutherland and composer-conductor John Williams. The honorees were saluted Dec. 5 at the Kennedy Center's Opera House. President and Laura Bush were among the evening's guests.

Warren Beatty was honored with tributes from Academy Award winners Faye Dunaway and Jack Nicholson; Tony Award winners Brian Stokes Mitchell and Audra McDonald as well as recent Broadway debuter Sean Combs saluted the careers of Ossie Davis and Ruby Dee; Marilyn Horne paid tribute to fellow opera star Joan Sutherland; Steven Spielberg took part in the John Williams segment; and Elton John was honored by appearances from Billy Joel, Heather Headley, Kid Rock, Fantasia and Robert Downey, Jr.

About this year's inductees, Kennedy Center Chairman Stephen A. Schwarzman said in a statement, "This year the Kennedy Center honors not the usual five but six extraordinary individuals whose unique and abundant artistry has contributed significantly to the cultural life of our nation and the world. They are a film artist whose talents are astonishingly diverse; a greatly revered couple of stage and screen; a pop music icon who also composes stunning musical film and theater scores; an operatic superstar of unsurpassed artistic achievement; and one of the most influential American composers of the past four decades."

Warren Beatty is the Hollywood film actor and director ("Bonnie and Clyde," "Heaven Can Wait," "Bulworth"), Ossie Davis and Ruby Dee are icons of black theatre in America, Elton John is the British pop writer who wrote scores to "The Lion King" and *Aida*, Joan Sutherland is the operatic superstar and composer John Williams is known for his Hollywood movie scores ("Jaws," "Star Wars," "Raiders of the Lost Ark").

PL

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Policy Executive Secretariat Note

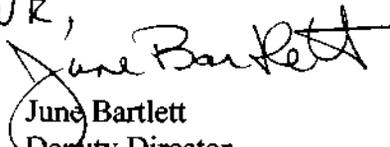
I-05/000043/ES-1870

January 7, 2004

Reference: 010505-16, Briefing for Newt

Captain Marriott,

Please find attached a copy of Mr. Feith's January 5 note to SecDef regarding the "Global War on Terrorism Paper" snowflake.

UR,

June Bartlett
Deputy Director
Policy Executive Secretariat

OSD 00696-05

~~FOUO~~

ES-1870
09/1000043-ES

2005 JAN 10 PM 1:45

January 5, 2005

TO: Doug Feith
FROM: Donald Rumsfeld 
SUBJECT: Briefing for Newt

Please arrange to brief Newt Gingrich on your Global War of Terror brief, and get all his suggestions. I think you'll find them interesting.

Thanks,

DHR:ss
010505-16.

.....
Please respond by _____

~~FOUO~~

OSD 00696-05

~~FOUO~~

~~SECRET/NOFORN~~

Attachment

ES-1870

047000043-ES

January 3, 2005

TO: [REDACTED]

FROM: Donald Rumsfeld *DR*

SUBJECT: Global War on Terrorism Paper

Newt Gingrich looked over your Global War on Terrorism paper and said he thought it was a good start. You may want to talk to him and get some suggestions.

DHR:ss
123104-22 (ts)

DSD 00460-05

.....
Please respond by 1/27/05

1/5/05

→ SD

I had a useful meeting today w/ Newt on our GWOT strategy.

I believe he is incorporating key ideas into his discussions on the subject with the VP, Rice and others.

He shared useful thoughts of his own with me regarding metrics and tracking.

03-01-05 09:24:40 IN

~~FOUO~~

Day Feath

~~SECRET/NOFORN~~

Attachment

Upon removal of attachments
this document becomes

~~FOUO~~

11-L-0559/OSD/46448

DSD 75055-05

Policy Executive Secretariat Note

I-05/000043/ES-1870

January 7, 2004

Reference: 010505-16, Briefing for Newt

Captain Marriott,

UR,

June Bartlett
Deputy Director
Policy Executive Secretariat

00 5 7 Jan 05

OSD 00696-05

5 years

~~FOUO~~

JAN 10 2005

TO: Dina Powell
FROM: Donald Rumsfeld *DR*
SUBJECT: Van Galbraith

I understand Nick Burns is going to be leaving NATO. I think Van Galbraith would be a candidate. He is there, he knows the issues, he's been serving as the Defense Department Representative in Europe, he's a strong supporter of the President. I'll give you a call about him. Attached is his background sheet.

Thanks.

Attach.
Background Sheet on Van Galbraith

DHR:ss
010605-4

NATO 230

10 Jan 05

~~FOUO~~

OSD 00723-05

11-L-0559/OSD/46450

Evan Galbraith

Galbraith, Evan Griffith (b. 1928) Born in 1928. U.S. Ambassador to France, 1981-85. Adviser to the U.S. mission to NATO. Class of Skull & Bones 1950. Member of the Center of Security Policy/ Bohemian Club, San Francisco.

Quote: "The State Department desperately needs to be vigorously harnessed. It has too big a role to play in the formulation of foreign policy, and foreign policy is too important to be left up to foreign service officers." -On resigning after four years as ambassador, *NY Times* 13 Feb 85

Biography:

Secretary of Defense Donald Rumsfeld has appointed Evan G. Galbraith as his representative in Europe and the defense advisor to the U.S. mission to NATO.

Galbraith was ambassador to France under President Ronald Reagan and has lived in Europe more than twenty years, primarily as an investment banker. He currently is an advisory director of Morgan Stanley, chairman of the board of National Review and a member of the board of the Groupe Lagardere S.A. **Paris.**

Galbraith has served on several commercial boards and until 1998 was chairman of the board of LVMH Moet Hennessy Locus Vultton Inc. New York. The Groupe Lagardere S.A. controls, together with Daimler Benz, EADS (European Aerospace and Defense Systems), Europe's largest defense contractor and principal owner of Airbus.

Galbraith is a graduate of Yale University and Harvard Law School. He was born in Toledo, Ohio, and currently lives in New York, where he is a member of the Council on Foreign Relations. He and his wife Marie will be stationed in Brussels.

Galbraith served on active duty in the Navy from 1953-1957 attached to the Central Intelligence Agency. In 1960-1961, he was the confidential assistant to the secretary of Commerce.



7201
UNDER SECRETARY OF DEFENSE
1100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1100

OSD
1/12/05

ACTION MEMO

225 111 71 5 09

COMPTROLLER

January 7, 2005, 5:00 PM

DepSec Action _____

FOR: SECRETARY OF DEFENSE

Paul Butler
pub

FROM: Tina W. Jonas *TWJ*

SUBJECT: Appointments of Mr. John Madigan and Mr. Jerry Lindauer to the Defense Business Board (DBB)

- On July 19, 2004, you directed Larry DiRita to put Mr. John Madigan on the DBB. Also, Mr. DiRita requested that Mr. Jerry Lindauer be named to the Board. Their biographies are attached.
- As of January 1, 2005, three of the 20 DBB member seats are open.
- Gus Pagonis supports the nominations of both Mr. Lindauer and Mr. Madigan. Both men have outstanding private sector experience that will contribute to the continuing work of the DBB.

RECOMMENDATION: That you indicate your preferences to proceed with the appointments of Mr. Madigan and Mr. Lindauer to the DBB.

COORDINATION: None required.

1. Mr. John Madigan:

Yes *JL* JAN 12 2005

No _____

2. Mr. Jerry Lindauer:

Yes *JL* JAN 12 2005

No _____

Attachments:
As stated

MA SD	SMA DSD	<i>SD</i>	<i>1/12</i>
TSA SD	SA DSP	<i>1/11</i>	
EXEC SEC	<i>M/11</i>		
ESR MA	<i>BH 1/10</i>		

Prepared by: Tom Modly/Executive Director, DBB (b)(6)

OSD 00744-05

334

SONOS

1954104



John W. Madigan

Mr. Madigan has been a director at Morgan Stanley since June 2000. Mr. Madigan retired as Chairman of Tribune Company, a leading media company with television and radio, broadcasting, newspaper publishing and interactive businesses, in December 2003. He served as chief executive officer from May 1995 through December 2002. He was elected to the Tribune board of directors in 1975, the same year he joined the company as vice president/chief financial officer. He is Chairman of the Chicago Council on Foreign Affairs, Chairman of the McCormick Tribune Foundation, a director of the Associated Press and AT&T Wireless Services. Additionally, Mr. Madigan is a trustee of Northwestern University, Illinois Institute of Technology, Rush-Presbyterian-St. Luke's Medical Center and The Museum of Television & Radio in New York.



Jerry Lindauer, Chairman

As Chairman of Security Broadband Corp, Jerry Lindauer brings strong leadership in strategic planning, government relations and corporate development. A well-respected spokesman for the cable industry for twenty-three years, Mr. Lindauer served as Chairman of the Board of the National Cable Television Association (NCTA) from 1990-1991 and was a member of that board for over two decades. He served on the Board of Directors for C-SPAN and was a founding member of the Cable Alliance for Education.

Mr. Lindauer was a Principal and Partner with Prime Cable where he was instrumental in acquiring, operating and divesting major cable TV properties representing a subscriber base of over one million customers and valued in excess of \$4 billion. Mr. Lindauer began his career in telecommunications by joining Communications Properties, Inc., in 1977. He became Senior Vice President in charge of franchising and regulatory activity when the company was purchased by Times Mirror in 1979. Mr. Lindauer was also President of Times Mirror Security, later acquired by Westec.

During his twenty-year career as a Marine Corps Officer, Mr. Lindauer was a military assistant in the office of the Secretary of Defense. He also served as an Infantry Company Commander in Vietnam and was awarded two Bronze Stars and a Purple Heart among other decorations. He continues his involvement in his community and his commitment to education by serving on the Board of Trustees of Bellarmine University and on the Board of the Longhorn Foundation at the University of Texas at Austin. He is also a member of the Society of Fellows at the Aspen Institute. Mr. Lindauer, a father of two, is a graduate of Bellarmine University and the University of Texas School of Law.

Phone numbers:

Mobile (b)(6)

Work 512-391-4444

Home (b)(6)

~~FOUO~~

July 19, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: John Madigan on DBB

I would like to **put** John Madigan on my Defense Business Board.

Thanks.

DHRdh
071904-26

.....
Please respond by 7/30/04

Call Tim Jones

~~FOUO~~

11-L-0559/OSD/46455

FOUO

July 19, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: John Madigan on DBB

I would like to put John Madigan on my Defense Business Board.

Thanks.

DHRdh
071904-26

.....
Please respond by 7/30/04

Call Tina Jones

334

19 Jul 04

FOUO

11-L-0559/OSD/46456



John W. Madigan

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Phone numbers:

Mobile (b)(6)

Work 512-391-4444

Home (b)(6)

January 10, 2005

TO: (b)(6)

FROM: Donald Rumsfeld

SUBJECT: Notes

Please see if I've written Spence Abraham on his departure. Also, please let me know if I've written Steve Friedman on his departure and a note of congratulations to Michael Leavitt.

Thanks.

DFR:ss
011005-7

.....
Please respond by _____

Sir,

You did write notes to Stephen Friedman and Michael Leavitt. You have not done a note to Spence Abraham.

V/r,

(b)(6)

335 SD

10 Jan 05



THE SECRETARY OF DEFENSE
WASHINGTON

JAN 10 2005

The Honorable Spencer Abraham
Secretary of Energy
U.S. Department of Energy
1000 Independence Ave., SW
Washington, DC 20585

335 SD

Dear Spence,

We're going to miss you, my friend. You have done a great job, and it's been a privilege to work with you.

Know that I wish you the very best in your new endeavors. There is a life after government, that's for sure!

10 Jan 05

Warm regards and best wishes for the New Year,

Sincerely,

10 Jan 05

OSD 00752-05

January 10, 2005

TO: ADM Tom Fargo
GEN John Handy
LtGen Rusty Blackman

c c : Gen Dick Myers
Gen Pete Pace

FROM: Donald Rnmsfeld 

SUBJECT: Tsunami Relief Efforts

I thought you should know that during a recent briefing at the White House concerning your efforts on tsunami relief, the President asked that his personal appreciation for all you are doing be passed along to you and your teams.

You are the face of America for hundreds of millions of people in South Asia and the world, and we are all proud of you.

Thanks for all you are doing.

DHR:dh
011005-33

.....
Please respond by _____

000.92

10 Jan 05

January 10, 2005

TO: ADM Tom Fargo
GEN John Handy
LtGen Rusty Blackman

CC: Gen Dick Myers
Gen Pete Pace

FROM: Donald Rumsfeld. 

SUBJECT: Tsunami Relief Efforts

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Thanks for all you are doing.

DHRdh
011005-33

.....
Please respond by _____

January 10, 2005

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GEN John Handy
LtGen Rusty Blackman

c c : Gen Dick Myers
Gen Pete Pace

FROM: Donald Rumsfeld 

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You are the face of America for hundreds of millions of people in South Asia and the world, and we are all proud of you.

Thanks for all you are doing.

DHR:dh
011005-33

.....
Please respond by _____

720
~~FOUO~~
SECRET
2005 JAN 10 PM 1:45

December 15, 2004
I-04/016967
ES-1703

READ

TO: Gen Dick Myers
Doug Feith

FROM:

SUBJECT: Update on Coalition

I have not received an update from the two of you on where we stand on getting ahead of the curve with the coalition. I now see that Poland is starting to pull back their troops, and they may do more now that six or seven of them were killed or injured in a helicopter crash.

We simply have to get ahead of the curve, and we have to get the Department of State involved.

Thanks.

DHR:dh
121504-9

.....
Please respond by 12/22/04

15 DEC 04

~~FOUO~~
11-L-0559/OSD/46465

OSD 00761-05
15-12-04 14:24 IN

January 11, 2005

TO: Paul Butler
FROM: Donald Rumsfeld *DR*
SUBJECT: Mail

I've got a problem – my mail is arriving after events are over or with too short notice, as is Joyce's mail. There has to be a way to speed up this process. We have to figure out a way to get our mail here in a normal period of time. If the mail goes to New Jersey to be screened, then we have to find a different solution. We should put a time limit on it. Please let me know how we can solve the problem.

Thanks.

DHR:ss
010605-11

.....
Please respond by _____

W

11-L-0559



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

OFFICE OF THE
SECRETARY OF DEFENSE

2005 JAN 20 PM 4:15

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Raymond F. DuBois, Director, Administration and Management
Ray DuBois *1/22/05*

SUBJECT: SD Mail

- Your snowflake of January 11, 2005 expressed your concern about how long it takes for mail to get to you and your wife.
- Mail is addressed to both of you either here at the Pentagon or your local residence. Your mail undergoes specified, but different screening procedures and processes depending on where it is addressed.
 - Mail addressed to the Pentagon takes 10-12 days to reach you. After May 1, 2005, that time will be reduced to 8-10 days.
 - Mail addressed to your residence takes 4.5-6.5 days to reach you.
- Options to further speed up the processing at this time are limited. Your correspondents should be encouraged to use fax or email to avoid mail delays.
- The attached Info Memo outlines the procedures in effect, With an explanation, as well as future enhancements.

COORDINATION: Director, Pentagon Force Protection Agency

Attachment:

As stated

Prepared By: Craig H. Glassner, (b)(6)

11-L-0559/OSD/46467

Hill 02937-05
OSD 00770-05



ADMINISTRATION AND
MANAGEMENT

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

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM Raymond F. DuBois, ~~Director, Administration and Management~~

SUBJECT: Mail

R DuBois 1/27/05

- Your January **11,2005** snowflake stated your concern with mail not arriving timely – shortly before or beyond an event date. You asked that we look at speeding up delivery.
- The only way delivery can be sped up is if incoming mail is not treated or screened for biological threats. Currently mail coming to you here at the Pentagon undergoes irradiation for anthrax before arrival and then screening for other biological threats after arrival. The Director, Pentagon Force Protective Agency advises that the threat of receiving biological threats remains real and that protective measures should remain in effect. However, based on procedural changes that will be effective after May **1,2005**, the timeliness of delivery is projected to improve by at least two days. In the future, timeliness is expected to improve further by another two days after USPS builds an irradiation facility in the Washington D.C. metro area.
 - o The current mail processing procedures used by the U. S. Postal Service (USPS) and the Defense Post Office (DPO) for handling, irradiating and screening official mail coming into the Pentagon were established following the anthrax incident of **2001**. That mail currently takes, on average, **10 – 12** days to reach you. Table A provides the timeline for Pentagon mail.
 - o Mail addressed to your home takes, on average, **4.5 – 6.5** days to reach you. While it is not irradiated, it is visually inspected and biologically tested. Table B provides the timeline.
- Both the processes described above have effectively mitigated an array of potential threats that could be transmitted via the mail. Since irradiation is only known to kill anthrax, biological testing must be done to detect threats from other biological agents, such as Ricin.
- When mail security and safety measures were instituted in **2001**, the ASD/LA alerted Members of Congress with a “blast fax” that mail delivery times here to the Pentagon would increase from an average two to three days to nearly two weeks. Members of Congress were encouraged to send correspondence electronically via fax or email.
- Correspondents and those attempting to contact you and Joyce should be advised and encouraged to use electronic means to transmit correspondence, e.g. fax or e-mail, to avoid mail delays.

Attachments:

As stated

11-L-0559/OSD/46468

TABLE A

Mail Addressed to the Pentagon:

- Using the U.S. Post Office (USPS), the overall average processing time for a letter to get to SecDef from a sender anywhere in the United States, from the time of postmark until delivered to SecDef's office, currently is 10 to 12 days. See note* below; based on upcoming procedural changes here at the Pentagon, it will be reduced to 8 - 10 days. The table below provides a timeline.

<u>TIMETABLE OF EVENTS</u>	<u>AVERAGE TIME</u>
1. Postmarked Letter from the sending Post Office to Maryland.	2 - 4 Days
2. Maryland Post Office to "V" Street Post Office, Washington, DC.	1 Day
3. "V" Street Transport Mail to New Jersey for Irradiation Process.	1 Day
4. New Jersey back to "V" Street for Airing-out / Sorting	1 Day
5. "V" Street Delivers to the Pentagon Remote Delivery Facility	1 Day
6. Mail is X-rayed / Screened by Contractor / Quarantined 48-Hours / Released to Defense Post Office	3 Days*
7. Defense Post Office Sorts and Distributes Mail	12 Hours
8. ESCD Picks up Mail/Processes/Delivers to 3E880	8 Hours
8. Enlisted Advisor Distributes to SecDef or an Executive Assistant	1 Hour
<u>AVERAGE PROCESSING TIME</u>	10-12 Days

* **NOTE:** Currently Army is the Executive Agent for the Defense Post Office and has oversight of the mail-screening contract. The Pentagon Force Protection Agency (PFPA) will be assuming oversight of the contract operation effective May 1, 2005. To comply with new contract requirements, biological lab testing and the quarantine period will be reduced to 24 hours (vice two to three days). According to the Director PFPA, in the future the USPS is planning on opening an irradiation facility in the Washington DC metro area; no specific details available on the timeline for this facility to be operational. When operational, mail delivery should be sped up by at least two days, thus further improving delivery time to 6-8 days.

TABLE B

Mail Addressed to SecDef Home:

- Using the U.S. Post Office (USPS), the overall average processing time for a letter to get to SecDef from a sender anywhere in the United States, from the time of postmark until delivered to SecDef's office, is **4.5 to 6.5 days**. The table below provides a timeline.

<u>TIMETABLE OF EVENTS</u>	<u>AVERAGE TIME</u>
1. Postmarked Letter from the sending Post Office to Maryland.	2-3 Days
2. Maryland Post Office to SecDef's Local Post Office, Friendship, MD	1 Day
3. Friendship Post Office Sorts/Holds in "Rumsfeld" Box	½ Day
4. ESCD Courier Transports Mail from Friendship to Pentagon Force Protection Agency (PFPA) at Navy Annex	1 Hour
5. PFPA Screens/ Quarantines for 24 Hours / Releases to ESCD Courier	1 Day
6. ESCD Courier Transports Mail from PFPA Facility Pentagon	1 Hour
7. ESCD Process and Delivers to 3E880	2 Hours
8. Enlisted Advisor Distributes to SecDef or an Executive Assistant	1 Hour
AVERAGE PROCESSING TIME	4.5-6.5 Days

11
January 11, 2005

TO: Paul Butler
FROM: Donald Rumsfeld *DR*
SUBJECT: Mail

I've got a problem – my mail is arriving after events are over or with too short notice, as is Joyce's mail. There has to be a way to speed **up** this process. We have to figure out a way to get our mail here in a normal period of time. If the mail goes to New Jersey to be screened, then we have to find a different solution. We should put a time limit on it. Please let me know how we can solve the problem.

Thanks.

DHR:as
010605-11

Please respond by _____

January 11, 2005

TO: GEN George Casey

cc: Paul Wolfowitz
Gen Dick Myers
Larry Di Rita

FROM: Donald Rumsfeld *DR*

SUBJECT: Commanders and Press

I understand GEN Metz and GEN Chiarelli have provided some press briefings in the past several days. My impression is that it is a good thing to have the commanders there brief the press a little more regularly in the coming weeks. They have a credibility on the progress and the challenges ahead that goes a long way with the American public.

Thanks.

DIIR:ss
010705-1

.....

Please respond by _____

020,7

11 Jan 05

720

~~FOUO~~

DEC 29 2004

TO: CAPT Bill Marriott
FROM: Donald Rumsfeld *DR*
SUBJECT: Letter from Barry Golomb

Please handle.

Thanks.

Attach.
12/20/04 Letter from Barry Golomb to SecDef

DHR:ee
122704-19

.....
Please respond by 1/7/05

CSC-
Please draft
note for SD signature
Thanks,
Col E.

335 SD

29 Dec 04

22 Dec 04

~~FOUO~~

7

Barry Golomb
Attorney & Counselor at Law
50 West 23 Street
New York, NY 10011

Collector: (b)(6)

Telephone: (212) 675-8156
Fax Number: (212) 675-8256

E-Mail: Golomb@50West23.com

Residence

(b)(6)

(b)(6)

Telephone
Fax Number

Facsimile Cover Sheet

To: Hon. Donald Rumsfeld

Date: December 20, 2004

Telephone Number: (b)(6)

Fax Number: (b)(6)

Number of pages, including this Cover Sheet: 2.

Message:

Dear Mr. Secretary:

I write to offset the unjustified criticism leveled at you and the calls for your resignation or removal which have received so much publicity recently.

I am a veteran of World War II, a volunteer enlistee at the age of 18, with just under a year of combat service in Europe, mostly as a noncommissioned artillery forward observer attached to infantry with the 45th Infantry Division. That does not make me an expert on procurement, tactics, strategy or anything else, but it may put me ahead of most of the people shooting their mouths off these days, including Senator Kerry. I fought on open roads, hedgerows, open fields, and the streets of cities, notably Nuremberg, which we took block by block, house by house, and room by room, and at Aschafenburg, renowned as the only place where Hitler's Volksturm actually fought. I was awarded five (5) battle stars. I was, reputedly, the second American into Dachau and the second American through the Siegfried Line. I had never heard of body armour. I had a lot of gall, but I did not think I knew more about how to fight a war than did the then Secretary of Defense and the then ranking generals, Marshall and Eisenhower, or my Army Commanders, Patton and Hodges.

335 SD

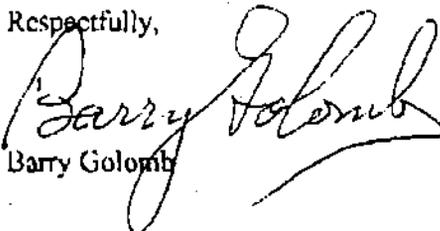
22 Dec 04

I have the good soldier's appreciation of real leadership - at all levels, and I have at least some ability to recognize it. You may have done ~~some~~ things which, debatably, are called mistakes, although I don't know of any that I would classify that way, but, in my view, you have done an outstanding job and I sincerely hope that you will remain Secretary of Defense for the balance of the President's term - naysayers to the contrary notwithstanding.

Like President Bush, who is such an idiot, moron, etc., that he earned an MRA from Harvard, I also attended Harvard - for an undergraduate AB and a JD c.l., - where I had the privilege of hearing the unveiling of the Marshall Plan in 1947 - and I've been practicing law since 1951, serving in various minor offices in the process. Only my age kept me from applying for a position in Pres. Bush's first administration and, again, in the present administration. [I'm now 80.]

What I want to emphasize is that the criticism of your performance in office, like the criticism of the President's, makes it very difficult for me to live up to my mother's injunction never to believe oneself to be superior to anyone else; it is difficult not to feel superior to people who level at you and at the President such ridiculous complaints as are now current. For whatever it may be worth, I want you to know that there is at least one lawyer, ex-judge, ex-combat-soldier who hopes sincerely that you will keep up the good work and continue to fight the good fight on behalf of all of us; our lives and freedom, and those of our children and grandchildren, may well depend upon your doing so.

Respectfully,



Barry Golomb

cc: Hon. George W. Bush
President of the United States
The White House
Washington, D.C.



THE SECRETARY OF DEFENSE
WASHINGTON

JAN 11 2005

Mr. Barry Golomb
50 West 23 Street
Room 631
New York, New York 10010

Dear Mr. Golomb:

Thank you so much for your recent letter. I appreciate your observations on our efforts in Iraq.

I also wish to also convey my thanks to you, Mr. Golomb, for your service in the United States Army during WWII. We owe our freedom to you and others who served.

Sincerely,

335 SD

11 Jan 05

OSD 00805-05

11-L-0559/OSD/46476

22 Dec 04

January 10, 2005

TO: Gen Dick Myers
Gen Pete Pace

CC: ADM Ed Giambastiani
Ryan Henry
DOUG FEITH

FROM: Donald Rumsfeld *DR*

SUBJECT: Joint Operating Concepts

381

I've just approved the final two overarching Joint Operating Concepts after talking with Ed Giambastiani. I'd like you to continue to press these ideas, and in particular, I'd like a read out from you as to how much we have actually programmed against these concepts in this year's program. We have got to continue to make progress and move on.

Thanks.

DHR:ss
011005-42

.....
Please respond by 1/27/05

10 Jan 05

OSD 00817-05



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

CM-2306403 31 JAN 2005 16
31 January 2005

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RMH/101*

SUBJECT: Joint Operating Concepts (JOCs) (SF 935)

- **Answer.** In response to your issue (TAB A), there has been no direct programming against JOCs this year. I concur with continuing to develop concepts, as demonstrated in the seven joint integrating concepts (JICs) developed during the last several months.
- **Analysis.** Seven new concepts that sustain transformation have been developed. These subordinate JICs are in various stages of development or assessment:
 - In development—sea basing, logistics, command and control
 - In assessment—global strike, integrated air and missile defense, undersea superiority, forcible-entry operations
- JIC assessment will influence future defense programming. The Joint Staff continues to update transformation roadmaps that identify the systems and processes the Services and Defense agencies plan to use in building the joint capabilities identified in the JOCs. I am confident that this capabilities-based process will yield positive results in the form of specific programs in the Future Years Defense Program.

COORDINATION: TAB B

Attachments:

As stated

Prepared By: Brigadier General T. Maffey, USA; Vice Director, J-7; (b)(6)

copy to:

CDRUSJFCOM

USD(P)

~~FOR OFFICIAL USE ONLY~~ OSD 0081 7-05

11-L-0559/OSD/46478

TAB A

~~FOUO~~

January 10, 2005

935

TO: Gen Dick Myers
Gen Pete Pace

CC: ADM Ed Giambastiani
Ryan Henry
Doug Feith

FROM: Donald Rumsfeld 

SUBJECT: Joint Operating Concepts

I've just approved the **final** two overarching Joint Operating Concepts after talking with Ed Giambastiani. I'd like you to continue to press these ideas, and in particular, I'd like a read out from you as to how much we have actually programmed against these concepts in this year's program. We have got to continue to make progress and move on.

Thanks.

DHR:ss
011005-42

.....
Please respond by 1/27/05

FOUO

Tab A

11-L-0559/OSD/46479

OSD 00817-05

TAB B
COORDINATION

USJFCOM

Col Mayes

24 January 2005

Tab B

11-L-0559/OSD/46480



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

OFFICE OF THE
SECRETARY OF DEFENSE

CM-20506-031 AM 8:16
31 January 2005

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RSU/1/31*

SUBJECT: Joint Operating Concepts (JOCs) (SF 935)

- **Answer.** In response to your issue (TAB A), there **has** been no direct programming against JOCs this year. I concur with continuing to develop concepts, **as** demonstrated in the seven joint integrating concepts (JICs) developed during the last several months.
- **Analysis.** Seven new concepts that sustain transformation have been developed. These subordinate JICs are in various stages of development or assessment:
 - In development—sea basing, logistics, command and control
 - In assessment—global strike, integrated air and missile defense, undersea superiority, forcible-entry operations
- JIC assessment will influence future defense programming. The Joint Staff continues to update transformation roadmaps that identify the systems and processes the Services and Defense agencies plan to use in building the joint capabilities identified in the JOCs. **I am** confident that this capabilities-based process will yield positive results in the form of specific programs in the Future Years Defense Program.

COORDINATION: TAB B

Attachments:
As stated

Prepared By: Brigadier General T. Maffey, USA; Vice Director, J-7; (b)(6)

copy to:
CDRUSJFCOM
USD(P)

~~FOR OFFICIAL USE ONLY~~ USD 00817-05

11-L-0559/OSD/46481

TAB

A

TAB A

~~FOUO~~

January 10, 2005

935

TO: Gen Dick Myers
Gen Pete Pace

CC: ADM Ed Giambastiani
Ryan Henry
Doug Feith

FROM: Donald Runsfeld 

SUBJECT: Joint Operating Concepts

I've **just** approved the final two overarching Joint Operating Concepts after talking with Ed Giambastiani. I'd like you to continue to press these ideas, and in particular, I'd like a read out from you as to how much we have actually programmed against these concepts in this year's program. We have got to continue to make progress and move on.

Thanks.

DHR:es
011005-42

.....
Please respond by 1/27/05

~~FOUO~~

Tab A

11-L-0559/OSD/46483

OSD 00817-05

TAB

B

TAB B
COORDINATION

USJFCOM

Col Mayes

24 January 2005

add 90/1

30 September 2004, 08:45

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: Stephen A. Cambone *SC*

SUBJECT: Paramilitary Issue

We are pursuing this on two tracks.

SOLIC is working on "unconventional warfare" - e.g., should DoD have performed the NILE mission in Iraq?

I am working on the broader issue of whether covert action (CA) should be as closely associated with HUMINT as it is today, or whether CA is an operational activity not unlike that of a Combatant Commander. If so, then it might be possible to distribute the missions among various departments and agencies.

The advantage of the latter is that it expands the pool of available talent and distributes the workload.

It also distinguishes those efforts to collect intelligence (HUMINT) from those with an operational objective. My concern is that, at the level of CIA/CTC, the nearly indistinguishable role of the DO in HUMINT and CA deprives us of broader application for HUMINT and a potential for a bias to be developed in assessing the efficacy of CA.

I'll work this over the next 30 days or so.

SC *SC* *Gray - VADM S paid they discussed (Cambone & SD)*

30 Sept 2004

September 2, 2004

TO: Dr. Chu
FROM: Donald Rumsfeld *DR.*
SUBJECT: Stress on the Force Memo – An Update

Please take the lead with Gen. Pace on updating my Stress of the Force Memo. We need to know how we are doing in each of the areas set out. Gen. Dick Myers suggested a good format, with a bar for each line showing our progress with perhaps one or two explanatory bullets below.

Thanks.

DHR:ss
090204-6

.....
Please respond by 9/10

3162

2
S
C
C
C

September 2, 2004

TO: Mira Ricardel
CC: Doug Feith
FROM: Donald Rumsfeld *D*
SUBJECT: U.S. Russia Partnership Proposal from Cong. Weldon

Please take a look at this proposal by Cong. Curt Weldon and let me know what you would like to do about it.

Thanks.

Attach.
11/7/01 Cong letter to Pres. Bush and US Russia Partnership Proposal

DHR:ss
090204-4

.....
Please respond by 9/10

2 Sep 04

Congress of the United States

House of Representatives

Washington, DC 20515

November 7, 2001

President George W. Bush
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear President Bush:

As you prepare for the upcoming summit with President Putin, we commend the positive approach you have established with Russia. Too often, the focus of our bilateral relations has been on defense and security – precisely the issues on which our interests often collide. It would be more useful, as we move forward with a Russian policy for the 21st century to take a more holistic approach – one that takes into account Russia's myriad concerns as well as our own.

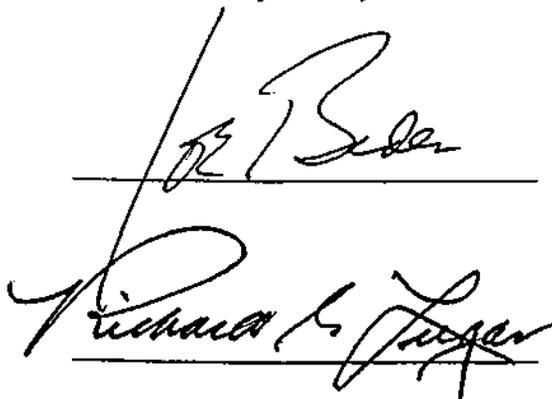
Therefore, in consultation with many of the leading experts on Russia, we propose a series of bipartisan initiatives to engage Russia on issues such as the environment, energy, economic development, health care – as well as defense and security. We call this proposal "A New Time, A New Beginning." Some of these are new ideas, but many are not. Many of these initiatives are already underway, and need additional support to make even greater progress.

Such engagement is in the U.S. interest as well as Russia's. If the United States and Russia cooperate on issues across the board, Russia will be more likely to work closely with America on the national security issues that matter most to us – missile defense, the war against terrorism, and proliferation.

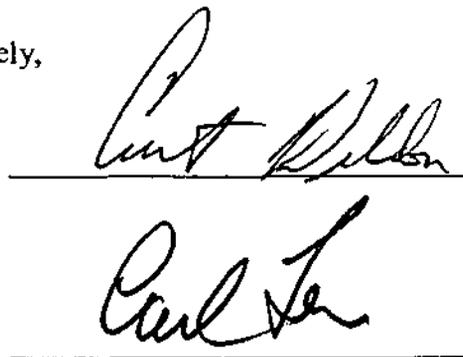
We encourage you to review the enclosed proposal and hope that some of these initiatives will prove useful to you in the ongoing discussions between Russia and America. We look forward to working with you to forge a new relationship that will benefit both our countries.

Thank you for your consideration of this request.

Sincerely,



Richard L. Lugar



Carl Levin

Mama Dudley
Miss Cate

Dana Rohrer

Bud Cramer

Mr 74

Wick

Carina Brown

Off Edwards

Bo Clements

John E. St

Paul J.

John E. Petersen

Mary Kaptun

Henry Hyde

John Lindner

Ray Wicker

Walter Byers

Mark Sander

Wendell

Wm T. Little

John Hayes

Wick L. D.

Ed Marking

Christopher Hayes

And. Kenyon

Ernie Moore

J. Meloy

Charles H. Taylor

Wm. Wier

George Wetherill, Jr.

Sam Brown

Ralph M. Hall

J. Porter

Fred Lytle

Cass Ballenger

Nathan Deal

Clarence Truman

Frank Fallon Jr.

W. Schrock

Jimmy Miller

Robert E. Brown

D. Hill

Jack Campbell

Rod Blagojevich

J. Eston

Jim Turner

Mike Fyfe

Van Hilleary

Ed Royce

Bob Filner

Tom V. Blanton

Dannagh Davis

James Greenwood

Kari Banning

Pat G. Bandy

Alicia Hunt

Phil English

John L.

Tom Allen

OO Oakes

Robert E. Ad

Mike Doyle

Shelley Moore Caputo

~~Jim Simmons~~
CT/2

W. Todd Akin

Connie Morella
Jim Maloney

Cass Ballenger
Nathan Deal

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Jerry Weller
Jim Gibbons
Jim Ryun
Judy Biggert
Jerry Costello
Eddie Bernice Johnson
Stephn Horn
Kay Granger
Ed Scrock

Tom Davis
Randy Cunningham
Gary Condit
Randy Forbes
Steven LaTourette
Joe Skeen
Bob Borski
Lincoln Diaz-Balart
Chris Smith

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Rod Blagojevich

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Rush Holt
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Tom Allen
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Shelly Moore Capito
Rob Simmons
Todd Akin

U.S. RUSSIA PARTNERSHIP

*A New Time
A New Beginning*



ПАРТНЕРСТВО
САША ДУ
САША ДУ

*Новые Времена
Новые Начинания*

U.S.-RUSSIA PARTNERSHIP

*A New Time
A New Beginning*

Rep. Curt Weldon
E-mail: curtpa07@mail.house.gov
Web: www.house.gov/curtweldon
Capitol Office: 2466 Rayburn Bldg. 20515
Phone: 202-225-2011
Fax: 202-2245-8137

September 3, 2004

TO: Ray Dubois

CC: VADM Jim Stavridis

FROM: Donald Rumsfeld *DR*

SUBJECT: Amend Info Memo to Add Year

Please enter in the year (after the weeks and months) on the attached Info Memo, so that it is easier to read.

Thanks.

Attach.
8/31/04 Dubois Info Memo to SecDef Re: Casualty Report (12996-04)

DHR:ss
090304-4

Please respond by

9 | 10 | 04

done - 9/12

X

2004-09-03

8/9/11

OFFICE OF THE SECRETARY OF DEFENSE

2004 AUG 31 PM 2:43

INFO MEMO

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: Raymond F. DuBois, Director Administration and Management

Ran DuBois 8/31/04

SUBJECT: Operation Iraqi Freedom -- Week Ending 28 August 2004 Casualty Report

1. **Weekly Operation Iraqi Freedom (OIF) Casualty Update.** For the period August 22 - August 28, 2004, there were 12 deaths (9 killed in action; 3 non-hostile) and 180 wounded in action. The attached chart depicts OIF casualties by week since the start of combat operations on March 19, 2003. Death totals do not include one captured soldier.

OIF U.S. Military Casualties by Week	Total Deaths	KIA	Non-Hostile	WIA	WIA Not RTD
Combat Operations - 19 Mar 03 thru 30 Apr 03	138	109	29	542	426
19 Mar - 22 Mar *	11	8	3	21	16
23 Mar - 29 Mar	49	46	3	152	114
30 Mar - 05 Apr	40	30	10	134	102
06 Apr - 12 Apr	22	22	0	167	130
13 Apr - 19 Apr	8	1	7	37	38
20 Apr - 26 Apr	7	2	5	23	21
27 Apr - 30 Apr *	1	0	1	8	5
Post Combat Ops - 1 May thru Present	835	617	218	6374	3414
01 May - 03 May *	2	0	2	6	6
04 May - 10 May	7	1	6	7	5
11 May - 17 May	6	2	4	12	7
18 May - 24 May	9	0	9	4	4
25 May - 31 May	13	5	8	25	20
01 Jun - 07 Jun	7	3	4	40	30
08 Jun - 14 Jun	4	2	2	34	20
15 Jun - 21 Jun	8	5	3	19	15
22 Jun - 28 Jun	11	8	3	42	36
29 Jun - 05 Jul	4	1	3	51	31
06 Jul - 12 Jul	12	5	7	39	27

TSA SD	<i>0/1</i>
SRMA SD	
MA SD	<i>2/1</i>
OTHER SD	<i>11/9/11</i>

FOR OFFICIAL USE ONLY

OSD 12996-04

11-L-0559/OSD/46499

OIF U.S. Military Casualties by Week	Total Deaths	KIA	Non-Hostile	WIA	WIA Not RTD
13 Jul – 19 Jul	9	4	5	64	30
20 Jul – 26 Jul	16	13	3	58	50
27 Jul – 02 Aug	7	6	1	43	27
03 Aug – 09 Aug	11	2	9	31	23
10 Aug – 16 Aug	7	4	3	31	20
17 Aug – 23 Aug	7	3	4	36	23
24 Aug – 30 Aug	9	3	6	50	36
31 Aug – 06 Sep	5	2	3	45	29
7 Sep – 13 Sep	6	4	2	71	38
14 Sep – 20 Sep	10	8	2	58	38
21 Sep – 27 Sep	5	2	3	59	37
28 Sep – 04 Oct	10	6	4	53	31
05 Oct – 11 Oct	6	6	0	82	55
12 Oct – 18 Oct	12	9	3	100	60
19 Oct – 25 Oct	9	5	4	102	62
26 Oct – 01 Nov	13	11	2	113	65
02 Nov – 08 Nov	34	32	2	124	71
09 Nov – 15 Nov	26	25	1	79	45
16 Nov – 22 Nov	10	6	4	56	38
23 Nov – 29 Nov	10	6	4	49	32
30 Nov – 06 Dec	5	4	1	49	23
07 Dec – 13 Dec	11	6	5	82	45
14 Dec – 20 Dec	7	3	4	57	34
21 Dec – 27 Dec	13	10	3	59	29
28 Dec 03 – 03 Jan 04	9	6	3	53	28
04 Jan 04 – 10 Jan 04	11	11	0	63	32
11 Jan 04 – 17 Jan 04	6	4	2	31	20
18 Jan 04 – 24 Jan 04	10	8	2	39	25
25 Jan 04 – 31 Jan 04	14	12	2	35	21
01 Feb 04 – 07 Feb 04	4	3	1	24	11
08 Feb 04 – 14 Feb 04	9	4	5	49	27
15 Feb 04 – 21 Feb 04	6	5	1	43	32
22 Feb 04 – 28 Feb 04	2	0	2	28	14
29 Feb 04 – 06 Mar 04	2	1	1	23	13
07 Mar 04 – 13 Mar 04	11	8	3	62	33
14 Mar 04 – 20 Mar 04	18	9	9	104	61
21 Mar 04 – 27 Mar 04	10	6	4	80	48
28 Mar 04 – 03 Apr 04	12	10	2	115	69
04 Apr 04 – 10 Apr 04	65	65	0	543	300
11 Apr 04 – 17 Apr 04	27	23	4	295	145
18 Apr 04 – 24 Apr 04	16	14	2	159	89
25 Apr 04 – 01 May 04	28	25	3	182	94

FOR OFFICIAL USE ONLY

11-L-0559/OSD/46500

OIF U.S. Military Casualties by Week	Total Deaths	KIA	Non-Hostile	WIA	WIA Not RTD
02 May 04 – 08 May 04	25	20	5	166	92
09 May 04 – 15 May 04	12	8	4	187	90
16 May 04 – 22 May 04	16	11	5	150	78
23 May 04 – 29 May 04	16	14	2	181	64
30 May 04 – 05 Jun 04	17	16	1	120	53
06 June 04 – 12 June 04	6	5	1	125	65
13 June 04 – 19 June 04	9	7	2	140	61
20 June 04 – 26 June 04	12	12	0	165	78
27 June 04 – 03 July 04	11	10	1	110	57
04 July 04 – 10 July 04	20	14	6	94	46
11 July 04 – 17 July 04	12	7	5	102	53
18 July 04 – 24 July 04	11	11	0	166	72
25 July 04 – 31 July 04	5	5	0	124	65
01 Aug 04 – 07 Aug 04	18	15	3	209	103
08 Aug 04 – 14 Aug 04	8	6	2	205	89
15 Aug 04 – 21 Aug 04	24	21	3	192	92
22 Aug 04 – 28 Aug 04	12	9	3	180	52
Total Deaths & WIA 19 Mar 03 thru 28 Aug 04	973	726	247	6916	3840
* Partial Week					

2. Operation Iraqi Freedom (OIF) Suicide Rate Update. The “SI & Pending – Apparent SI” column includes confirmed SI cases and unresolved cases that are still under investigation per 100,000 members. The “SI & Pending – All Cases” includes the other categories as well as other deaths under investigation such as drowning or drug overdoses where it has not been determined if the loss was accidental or purposeful. For each category, the death count used to determine the rate is shown in parentheses.

OIF U.S. Military Suicide & Pending Rates (per 100,000 members)	Confirmed Self-Inflicted (SI)	SI & Pending – Apparent SI	SI & Pending - All Cases
As of 28 Aug 04	9.5 (29)	10.8 (33)	15.1 (46)

Reference Notes:

1) The suicide rates in other major (long duration) wars include: Desert Shield – Desert Storm was 2.7/100,000; Vietnam War was 14.5/100,000; peacetime DoD average since 1980 is 11.5/100,000.

2) The CY2000 civilian population suicide rates are 17.5/100,000 for males and 4.1/100,000 for females. Using an approximate OIF deployment mix of 90% males and 10% females, an adjusted rate for comparison of OIF military suicides to civilian suicides is 16.2 suicides/100,000.

FOR OFFICIAL USE ONLY

11-L-0559/OSD/46501

September 3, 2004

TO: Gen. Dick Myers
Doug Feith

FROM: Donald Rumsfeld 

SUBJECT: Afghanistan

Attached is a memo concerning what we need in Afghanistan. Where do you think we are?

Thanks.

Attach.
Afghanistan Presentation for POTUS (09/02/04-2)

DHR:ss
090304-7

.....
Please respond by 9/10/04

Afghanistan

2004-09-10

FOUO

September 2, 2004

SUBJECT: Afghanistan Presentation for POTUS

I need a memo for the President on Afghanistan that sets forth what to do about:

- Pulling together the Afghan security forces so they can take over security responsibility.
- Strengthening the U.S. Embassy.
- Zal's security and, when necessary, his replacement.
- Marginalizing the warlords, their militaries and their legions.
- Sealing the borders and increasing tax revenues.
- Marginalizing Iranian influence.
- How to deal with the narcotics problem.

DHR:ss
090204-2

FOUO

11-L-0559/OSD/46503

September 7, 2004

TO: Paul Wolfowitz
cc: Tina Jonas
FROM: Donald Rumsfeld *DR*
SUBJECT: IG Report

Please keep me posted on this IG Report on the CPA.

Take a look at it and ask yourself a question – whether or not it is an unrealistic expectation on their **part** -- given the ~~war~~ zone circumstance of CPA.

Thanks.

Attach.

- 08/30/04 Info Memo from Tina Jonas re: CPA IG Draft Audit (12901-04)
- 08/30/04 Info Memo from Tina Jonas re: Audit of KBR Restore Iraqi Oil Contract (12900-04)
- 08/31/04 Info Memo from Tina Jonas re: Weekly Report (13036-04)
- 07/12/04 CPA IG Draft Report on Oversight Funds (04-OXX)

DHR:ss
090704-28

.....
Please respond by _____



COMPTROLLER

UNDER SECRETARY OF DEFENSE
OFFICE OF THE
1100 DEFENSE PENTAGON
WASHINGTON DC 20301-1100

2004 AUG 30 PM 4:39



INFO MEMO

August 30, 2004 11:30 AM

J 9/1

Pub →

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Tina W. Jonas *TWJ*

SUBJECT: Coalition Provisional Authority (CPA) Inspector General (IG) Draft Audit:
Oversight of Funds Provided to Iraqi Ministries Through the National Budget
Process

- On August 23, 2004, Mr. Joe Benkert (Iraq Support Group) briefed the Deputy on the findings of a draft audit on CPA oversight of the Development Fund for Iraq (DFI).
- The draft audit concludes that CPA failed to provide adequate oversight of \$8.8 billion in DFI funds provided to the Iraqi Ministries (Executive Summary at Tab A).
- The Deputy will send a letter to Ambassador Bremer seeking his input on both this audit and on a letter to you from Senators Wyden, Harkin, and Dorgan on this issue (letter at Tab B).
- In addition, the CPA IG has agreed to reopen the audit to include the views of Ambassador Bremer and key members of his staff, who were not interviewed for the draft audit, but who were responsible for management of the DFI.
- CPA Order 95, published June 4, 2004, codified a requirement for Iraqi ministries to submit monthly financial reports to the Ministry of Finance. The Iraq Support Group is working with the US embassy in Baghdad and former CPA staff to obtain any records of spending reports prepared by the Iraqi ministries.
- The Iraq Support Group and Ambassador Bremer's CPA staff will continue to work with the CPA IG to address the issues raised in the report.
- Mr. Benkert will prepare a response to the Senators' letter.

COORDINATION: Iraq Support Group

Prepared By: David Norquist, (b)(6)

ASD	<i>2/1</i>
SRMA SD	<i>2/1</i>
MA SD	<i>2/1</i>
EXEC SEC	<i>M 8/31</i>



OSD 12901-04



COMPTROLLER

OFFICE OF THE UNDER SECRETARY OF DEFENSE
1 100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1100

OFFICE OF THE
SECRETARY OF DEFENSE

2004 AUG 30 PM 4: 25

INFO MEMO

August 30, 2004, 12:00 PM

FOR: SECRETARY OF DEFENSE
- DEPUTY SECRETARY OF DEFENSE

Tina W. Jonas

FROM: Tina W. Jonas *Tina W. Jonas*

SUBJECT: Audit of Kellogg, Brown & Root (KBR) Restore Iraqi Oil Contract

- Restore Iraqi Oil (NO) is a U.S. Army Corps of Engineers (COE) contract totaling \$2.6 billion. The COE has requested Defense Contract Audit Agency (DCAA) audits to establish a final price.
- Later ~~this~~ week, DCAA will issue audit reports on three task orders written for the import and distribution of fuel products to meet the domestic needs within Iraq from February 7, 2004 through March 31, 2004. The reports will state that KBR has failed to support the reasonableness of fuel prices from its Kuwaiti subcontractor.
- During the same period, the Defense Energy Supply Command (DESC) began to assume responsibility for supplying fuel to Iraq. DCAA found that DESC was able to obtain lower prices, primarily due to transportation costs, despite the fact that the same subcontractor performed work for both KBR and DESC.
- There has been considerable congressional and press scrutiny of prices paid for gasoline under these task orders due to allegations of overcharging.

COORDINATION: None

SA SD	<i>9/1</i>
SRMA SD	
MA SD	<i>2 9/1</i>
EXEC SEC	<i>4 8/31</i>

Prepared by: William H. Reed, DCAA Director (b)(6)

OSD 12900-04

11-L-0559/OSD/46506



UNDER SECRETARY OF DEFENSE

1 100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1 100

OFFICE OF THE
SECRETARY OF DEFENSE

INFO MEMO

2004 AUG 31 PM 4: 47

August 31, 2004, 12:00 PM

COMPTROLLER

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Tina W. Jonas *TWJ*

SUBJECT: Weekly Report 08/31/04

• **Fiscal Year 2004 Budget Execution.** The budget close-out is executing on plan. The Office of Management and Budget approved around \$2.2 billion from the \$25 billion reserve fund for force protection, Army modularity requirements, and higher than anticipated current fuel costs.

• **Commander's Emergency Response Program (CERP).** The Office of Management and Budget (OMB) has apportioned \$120 million of the \$25 billion contingency war reserve funding. These funds will finance near-term CERP requirements for Iraq. We are working with the Joint Staff and operational commanders to develop a financial plan for the remainder of the \$300 million of the fiscal year 2005 CERP authority.

• **Afghan Army Acceleration.** On August 23, \$94 million of fiscal year 2004 Supplemental funding was released under Train & Equip Authority. The money will be used to pay for accelerating the enhancement of the Afghan Army's capabilities.

• **Audit of Logistics Civil Augmentation Program (LOGCAP).** On August 17, 2004, the Defense Contract Audit Agency (DCAA) issued an audit report on a Kellogg, Brown & Root's (KBR) \$502.7 million proposal under the LOGCAP III contract. Over \$75 million has been challenged in the proposal. Additional details were provided in a separate memo.

• **Audit of Restore Iraqi Oil Contract.** DCAA is nearing completion of three audits of KBR's proposal for final prices on three Task Orders for the import and distribution of fuel products. The reports will be critical of the high prices paid by KBR to supply domestic Iraqi fuel needs. A separate memo was sent to you on August 30, 2004.

• **Interagency Task Force Report.** In response to the Government Accountability Office report entitled, "Some DoD Contractors Abuse the Federal Tax System with Little Consequence," an Interagency Task Force was established. The Task Force has identified four recommendations for DoD that will significantly improve the effectiveness of the Federal Payment Levy Program. This will result in a better exchange of information between agencies and increase the number of tax levies collected. The Defense Finance and Accounting Service is implementing these recommendations.

COORDINATION: None

TSA SD	9/1
SRMA SD	
MA SD	9/1 <i>8</i>
EXEC SEC	49A

11-L-0559/OSD/46507

OSD 13036-04

Draft Report
~~**For Official Use Only**~~
Office of the Inspector General
Coalition Provisional Authority

Report Number 04-OXX
(Project No. D2004-DCPAAC-0007)

July 12,2004

**Oversight of Funds Provided to Iraqi Ministries
through the National Budget Process**

Executive Summary

Introduction: Until June 28,2004, the Coalition Provisional Authority (CPA) was the authority responsible for the temporary governance of Iraq. In May 2003, the United Nations Security Council assigned responsibility to the CPA for the Development Fund for Iraq (DFI), and it required that DFI funds be used in a transparent manner for the humanitarian needs of the Iraqi people, the economic reconstruction and repair of Iraq's infrastructure, the disarmament of Iraq, the costs of Iraqi civilian administration, and for other purposes benefiting the people of Iraq.

Objective: The objective of the audit was to determine whether the CPA established and implemented adequate managerial, financial, and contractual controls over DFI funds that were provided by CPA to interim Iraqi Ministries through the national budget process.

Conclusion: The CPA did not provide adequate stewardship of over \$8.8 billion in DFI funds provided to Iraqi Ministries through the national budget process. Specifically, the CPA did not establish and implement adequate managerial, financial, and contractual controls over the funds to ensure they were used in a transparent manner.

- **Managerial Controls.** The CPA did not clearly assign authorities and responsibilities over DFI funds provided to Iraqi Ministries nor did it issue clear guidance regarding the procedures and controls for disbursing the funds. Further, the CPA did not staff the CPA Ministry of Finance/Office of Management and Budget (OMB) with sufficient personnel to perform oversight of budget execution, and staff turnovers hindered financial oversight.
- **Financial Controls.** The CPA did not exercise adequate fiduciary responsibility over DFI funds provided to Iraqi Ministries. Additionally, although the CPA published approved national budgets on the Internet, it was not transparent what the DFI funds provided to the Iraqi ministries were actually used for. Lastly, the CPA did not maintain adequate documentation to support budget spend plans, cash distributions, or budget disbursements made by coalition forces.

Draft Report

~~For Official Use Only~~

- **Contract Controls.** The CPA did not adequately control contracting actions with DFI funds. Specifically, CPA senior advisors and staffs did not provide oversight of Iraqi Ministry procurements or contracting operations, and ministry senior advisors executed contracts that were not in compliance with Memorandum 4. This occurred because the CPA issued procurement and contracting policy, but did not implement any procedures to determine compliance with the policy or monitor contracting actions in the Iraqi ministries.

United States Senate
WASHINGTON, DC 20510

August 19, 2004

The Honorable Donald Rumsfeld
Department of Defense
The Pentagon
Washington, DC 20301

Dear Secretary Rumsfeld:

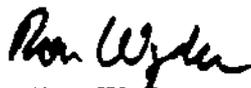
We are writing about recent press reports that indicate \$8.8 billion in Development Fund for Iraq (DFI) money cannot be accounted for. The reports indicate that the Coalition Provisional Authority (CPA), which was in charge of the money throughout the period in question, allocated the money to Iraqi ministries earlier this year, prior to the termination of the CPA. The CPA apparently transferred this staggering sum of money with no written rules or guidelines for ensuring adequate managerial, financial or contractual controls over the funds.

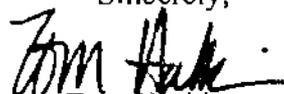
Among the disturbing findings are that the payrolls of the ministries, under CPA control, were reportedly padded with thousands of ghost employees. In one example, the report indicates that the CPA paid for 74,000 guards even though the actual number of guards couldn't be validated. In another example, 8,206 guards were listed on a payroll, but only 603 real individuals could be counted. Such enormous discrepancies raise very serious questions about potential fraud, waste, and abuse.

The reports raise anew very serious questions about the quality of the CPA's oversight and accountability in the reconstruction of Iraq. Iraq is now a sovereign nation, but it is clear that the United States will continue to play a major role in the country's reconstruction. It is therefore imperative that the U.S. government exercise careful control and oversight over expenditures of taxpayer dollars. Continued failures to account for funds, such as the \$8.8 billion of concern here, or Halliburton's repeated failure to fully account for \$4.2 billion for logistical support in Iraq and Kuwait, and the refusal, so far, of the Pentagon to take corrective action are a disservice to the American taxpayer, the Iraqi people and to our men and women in uniform.

We are requesting a full, written account of the \$8.8 billion transferred earlier this year from the CPA to the Iraqi ministries, including the amount each ministry received and the way in which the ministry spent the money, as well as a date certain for when the Pentagon will finally install adequate managerial, financial and contractual controls over taxpayer dollars and DFI expenditures in Iraq. We look forward to hearing from your office in the next two weeks.

Sincerely,


Ron Wyden


Tom Harkin


Byron Dorgan

11-L-0559/OSD/46510

11/29
1700

FOUO



NOV 29 2005

TO: Robert Rangel
FROM: Donald Rumsfeld *DR*
SUBJECT: Oxford Analytica's Materials

Please get on OSOS and get some of Oxford Analytica's materials, and let me look at them from time to time.

Thanks.

DHR:ss
112305-15

.....
Please Respond By 12/13/05

2/13

- Closed

- OA material being sent to SD periodically.

Rangel

22 JAN 06

29 NOV 05

FOUO



1/19/2007 5:38:56 PM

11-L-0559/OSD/46511

Mr. Donald Rumsfeld
The Secretary of Defense
United States Department of Defense
Washington, D.C.
U.S.A.

12 November 2005
Oxford, England

Dear Don,

A week or so ago, Mira Ricardel came by for a visit with us in Oxford. It reminded me of our warm but brief visit in Munich last March – and you have been in my thoughts and prayers very often ever since.

I suppose it's because I continue to worry about how America presents itself to and is seen by the rest of the world. In *this* connection, did you ever see the speech I gave in February 2003 to the Senate Republicans at their **annual** conference at the Greenbriar? It was called 'The Peril of the Dominant Culture and the Idea of America'. (If you didn't, I attach a copy.)

In any event, I'll be in D.C. over Thanksgiving week – and would love to see you if you had a few minutes to spare.

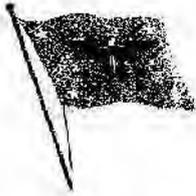
With warm regards,

Yours,



Dr. David R. Young
Managing Director, Oxford Analytica
Tel: 01144 1865261600// 001 202 295 4627
e-mail dry@oxford-analytica.com

11-L-0559/OSD/46512



THE SECRETARY OF DEFENSE
WASHINGTON

*cc:
Cathy
Mainardi*

Dr. David R. Young
Managing Director
Oxford Analytica
Oxford, England

Dear **David**,

Thanks for your note and the material. I
look forward to reading it this weekend.

I would enjoy having a chance to see you
over Thanksgiving week. Please contact Cathy
Mainardi in my office at (b)(6)

Regards,

11/30
1045

FOUO

NOV 30 2005



TO Robert Rangel
FROM Donald Rumsfeld *DR*
SUBJECT: Clearances

380.01

Please find **out** how long it takes **us** to get people through **the** Defense **clearance** process, what the current backlog is, and what the backlog **has been** every **six** months, since I got here.

I would like to **know** what is happening with it, who is working **on** it, **and** **whether** we **are** making **any** headway. If the answer is not satisfactory, propose a **new** system.

If we can't run our **own** clearance process, why should we expect the **White House** to be able to run theirs?

Please have the answer **to** me by next week. That **data** ought to be **at** our **finger** tips.

Thanks.

DHR:es
112905-07

.....
Please Respond By 12/06/05

~~2/6~~ 2/6
- Closed with 2/6 memo to SD.

380.01

Rangel

OSD 00960-07



1/19/2007 5:41 32PM

FOUO

11-L-0559/OSD/46514

Scan
SIF

1400
12/14

~~FOUO~~

December 14, 2005

TO: Gordon England

CC: Ken Krieg
Ryan Henry

FROM: Donald Rumsfeld

DR.

SUBJECT: Energy Use in DoD

We have ~~talked before~~ about what DoD can do to conserve energy, **particularly** hydrocarbon fuels. It **seems** to me we should be doing all we can to **pursue** energy initiatives **through** fuel-efficient vehicles, advanced battery technology, or hybrid ~~power~~ trains. It really is a national security issue, and we **are an enormous part** of government consumption.

463

Are ~~we~~ giving this attention in the QDR? **Who** in the Department **is in charge**? **My guess** is that the **Services are** each doing things, but perhaps ~~we~~ should have a centralized point in the Department to work on these kind **of things**.

Please let me **know your** thoughts.

Thanks.

DHR:dh
121405-12

.....
Please Respond By 01/05/06

~~FOUO~~

OSD 00991-06

14 Dec 05

11-L-0559/OSD/46515

~~FOR OFFICIAL USE ONLY~~

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant
20 January 2006 - 1815 Hours

MEMORANDUM FOR: MR, KENNETH J. KRIEG, USD / AT&L

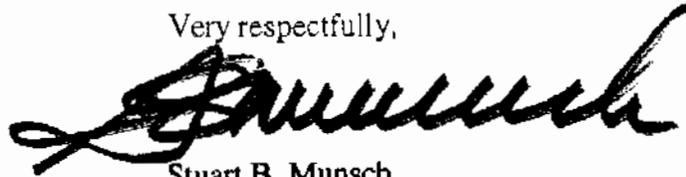
SUBJECT Energy Use in DoD

Sir:

Please draft a response for DepSecDef to sign back to SecDef on the attached snowflake.

Please attach a copy of this tasker with your reply. Thank you.

Very respectfully,



Stuart B. Munsch
Captain, U.S. Navy
Military Assistant to
Deputy Secretary of Defense

Attachment:

SD# 121405-12 dated 14Dec05

suspense: Friday, 27 January 2006

463
20 Jan 06
14 Dec 05

OSD 00991-06

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/46516



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

INFO MEMO

May 10, 2006, 3:45 p.m.

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: Ken Krieg, USD(AT&L)

SUBJECT: Energy Use in DoD

- This is an update on Energy use in the DoD (TAB A). I hosted a meeting with my senior leaders to discuss reducing DoD dependence on foreign oil. I was pleased to see that we were attacking the problem on a number of levels. Significant initiatives are:
 - Efforts to drastically reduce battlefield fuel requirements
 - Efforts to use alternative fuels to power DoD installations
 - Efforts to catalog fuel saving initiatives DoD wide
 - Efforts *to* capture the true cost of fuel (burdened with delivery expense)
- In the short term, Phil Grone will pull together where we are on non-tactical vehicles, facilitates, etc. In the next month or so, a team working for John Young will catalog and begin to evaluate where the Department is on research and tactical vehicles.
- The Defense Science Board (DSB) is studying this issue. We will leverage their work to inform the other efforts underway.
- I will continue to engage my key leaders on this issue. I look forward to keeping you abreast of developments.

COORDINATION: None

Attachment:
As stated

Prepared By: Steve Mackey, OUSD(AT&L), (b)(6)



11-L-0559/OSD/46517



OSD 00991-06

5/11/2006 6:50:52 AM

~~FOR OFFICIAL USE ONLY~~

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant
20 January 2006 - 1815 Hours

MEMORANDUM FOR: MR. KENNETH J. KRIEG, USD / AT&L

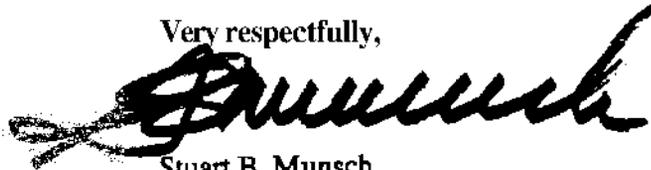
SUBJECT: Energy Use in DoD

ir:

lease draft a response for DepSecDef to sign back to SecDef on the attached snowflake.

lease attach a copy of this tasker with your reply. Thank you.

Very respectfully,



Stuart B. Munsch
Captain, U.S. Navy
Military Assistant to
Deputy Secretary of Defense

Attachment:

SD# 121405-12 dated 14Dec05

Response: Friday, 27 January 2006

OSD 00991 06

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/46518

FOUO

1440
12/14

December 14, 2005

TO: Gordon England

CC: Ken Krieg
Ryan Henry

FROM: Donald Rumsfeld

D.R.

SUBJECT: Energy Use in DoD

We have talked before about what DoD *can* do to conserve *energy*, particularly hydrocarbon fuels. It seems to me we should be doing *all* we can to pursue energy in *ways* through fuel-efficient vehicles, advanced battery technology, or hybrid power. *Energy* really is a national security issue, and we are an enormous part of government consumption.

Are we giving this attention in the QDR? Who in the Department is in charge? My guess is that the Services are each doing things, but perhaps we should have a centralized point in the Department to work on these kind of things.

Please let me know your thoughts.

Thanks.

DHR:dh
121405-12

.....
Please Respond By 01/05/06

FOUO

OSD 00991-0

205/013880
ES 4463

~~FOUO~~
CENTSL
OCT 18 2005 1:05

OCT 18 2005

TO: Roger Pardo-Maurer
CC: Eric Edelman
Peter Rodman
FROM: Donald Rumsfeld *DR*
SUBJECT: Central American Representative at JFCOM

Does it make any sense to think of having the Central American countries collectively sponsor a representative to the Joint Forces Command, and rotate the person by country over time? Perhaps we could pay for it. *Dr. Should every country have a rep.?*

Thanks.

DR:cb
100703-24(73).doc

Please respond by November 17, 2005

~~FOUO~~

OSD 01021-06

U S T F C O M

18 Oct 05

1:05

DSD _____
USD(P) _____
I-05/013880
ES-4463
JAN 20 2006

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA)

JAN 20 2006

SUBJECT: Central American Representative at JFCOM

- You asked about having Central American representation at Joint Forces Command (next under).
- We think it is a great idea. So does JFCOM. When the Central American ministers visited JFCOM October 14, LTG Wagner invited them to send liaisons to JFCOM.
- We also should encourage Colombia to send a liaison to JFCOM.
 - o Colombia's CJCS-equivalent, General Padilla, accompanied the Ministers to Norfolk and expressed strong interest in a formal relationship with JFCOM.
 - o We are suggesting to JFCOM that it offer to work with Colombia to conduct a "lessons learned" analysis of Colombia's experience with insurgencies.
- As a result of the visit, JFCOM also is inviting Argentina, Brazil, Chile, Ecuador, Mexico and Peru to establish a liaison relationship.
- SOUTHCOM also wants to establish liaison relationships with these countries. We see the benefit of having country representation at both commands, to include:
 - o Enhanced JFCOM-SOUTHCOM coordination.
 - o Stronger links between our commands and the Conference of Central American Armed Forces (CFAC).
- Next step: Through embassies and defense attaches (ours and theirs), we will encourage the countries to accept the JFCOM and SOUTHCOM offers, and examine the various options and priorities for country representation.

Prepared by: Jim Alverson, ISA/WHA, (b)(6)

COORDINATION PAGE

Joint Staff / J-5 / CCSA	Col. S. Dennis	19Dec 05
USJFCOM / POLAD	D. Cagan	16Dec 05
USSOUTHCOM / J-5	Brig Gen Mark Stearns	5 Jan06

~~FOUO~~

OFFICE OF THE
SECRETARY OF DEFENSE

November 30, 2004

2005 JUN 13 PM 4: 07

TO: Joe Schmitz
Mike Wynne
Jim Haynes

FROM: Donald Rumsfeld 

SUBJECT: Boeing and Druyun

As I indicated at the staff meeting today, I believe that not only should we look at other activities that Darlene Druyun, who pled guilty, **was** involved in, but we should also **look** at other activities that the Boeing person who pled guilty was involved in.

We have a responsibility to **look** out for the taxpayers' money. Given the fact that each **of** them have confessed that they committed crimes, we have a responsibility to see if they committed other crimes. We know they are confessed criminals. Therefore, we ought to check and see if they committed some crimes relating to other activities of the Department of Defense for which they have not been charged.

Thanks.

DHR:dh
113004-23

.....
Please respond by 1/13/05

~~FOUO~~

OSD 01028-05

11-L-0559/OSD/46523



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-4704

INFO MEMO

OFFICE OF THE
INSPECTOR GENERAL
DEPARTMENT OF DEFENSE

2005 January 13, 2005 12:55 p.m.

FOR: SECRETARY OF DEFENSE

FROM: Joseph E. Schmitz, Inspector General of the Department of Defense

SUBJECT: Boeing and Druyun (Final Response to Your Memo of November 30, 2004)

- Your Memo (Tab A) asked if Darleen Druyun or Michael Sears, both of whom have pled guilty to criminal charges, committed any other "crimes relating to other activities of the Department of Defense for which they have not been charged." This Memo supplements my December 1, 2004 InfoMemo (Tab B), and my Deputy's January 6, 2005, Memo to your Special Assistant (Tab C).
- Although Sears' recent polygraph examination identified no further criminal activity by Sears, Boeing, Druyun or any other DoD officials, my staff continues to cooperate with Department of Justice prosecutors and others regarding potential civil litigation associated with Druyun and Sears, which activities may well uncover additional facts responsive to your 30 November Memo.
- Earlier this week, I had constructive meetings with both Senator McCain's staff and Senator Grassley's staff regarding Boeing and Druyun. Senator Grassley's staff provided me with a 1993 letter from Senator Grassley objecting to a purported Air Force exoneration and promotion of Druyun "one month after the [DoD] Inspector General recommended that she be disciplined for improper or illegal behavior" (Tab D), in response to which the Undersecretary of Defense at the time wrote to Senator Grassley, "You may be assured that we would not retain Mrs. Druyun in her present position if we felt it would jeopardize the integrity of defense acquisition" (Tab E).
- Over the next ten years, the Air Force IG investigated Druyun five times but failed to substantiate any allegations. Most recently, the Air Force IG investigated Druyun for allegedly providing "inaccurate or misleading" information to Senator McCain's staff about the 767 Tanker proposal. My December 20, 2002, letter to Senator McCain (Tab F), reported the results of that Air Force IG investigation, concluding, "I continue to believe that Ms. Druyun's response to you should have been more forthcoming." In light of this conclusion, along with my Office's 1993 "factual allegations" against Druyun, I recommend that neither you nor any other DoD official suggest, as did Marvin Sambur last Wednesday on *60 Minutes*, that Druyun's reputation was "spotless."
- Finally, I have instructed my staff to continue coordinating and cooperating with the other two addressees of your 30 November Memo (Mike Wynne and Jim Haynes), as appropriate, as well as with the Defense Contract Management Agency in its ongoing review of Druyun-related contracts and programs to identify any other instances of potentially criminal activity not yet prosecuted.
- As an ancillary matter of "good news," based on Druyun's plea admission that she had negotiated inflated payments to Boeing in connection with an AWACS software upgrade contract, in December 2004 the Air Force definitized a portion of the contract at an approximate savings of \$6 million. Boeing subsequently agreed to repay an additional \$8.6 million in overcharges.

COORDINATION: None

ATTACHMENTS: As stated

Prepared by: Richard T. Race, Deputy Inspector General for Investigations, (b)(6)

cc: DoD General Counsel
Acting Under Secretary of Defense (AT&L)

~~FOUO~~ - LAW ENFORCEMENT SENSITIVE OSD 01028-05

11-L-0559/OSD/46524

TAB

A

November 30, 2004

TO: Joe Schmitz
Mike Wynne
Jim Haynes

FROM: Donald Rumsfeld 

SUBJECT: Boeing and Druyun

As I indicated at the staff meeting today, I believe that not only should we look at other activities that Darlene Druyun, who pled guilty, was involved in, but we should also look at other activities that the Boeing person who pled guilty was involved in.

We have a responsibility to look out for the taxpayers' money. Given the fact that each of them have confessed that they committed crimes, we have a responsibility to see if they committed other crimes. We know they are confessed criminals. Therefore, we ought to check and see if they committed some crimes relating to other activities of the Department of Defense for which they have not been charged.

Thanks.

DHR:dh
113004-23

.....
Please respond by _____

11/13/05

TAB

B



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 222024704

INFO MEMO

December 1, 2004 5:30 pm

FOR SECRETARY OF DEFENSE

FROM: Joseph E. Schmitz, Inspector General of the Department of Defense

SUBJECT: Boeing Suspension Regarding the Evolved Expendable Launch Vehicle Program

- After you suggested yesterday that we should be looking not only at Department of Defense contracts that might have been tainted by Darleen A. Druyun but also by any other "criminals" associated with Ms. Druyun, the General Counsel volunteered that The Boeing Company, Incorporated, (Boeing) has also been "partially debarred" from government contracting as a result of criminal allegations. Attached, for your convenience, is a brief description of this matter, which was included with my October 8, 2003, Quarterly Update to you.
- Following is a brief summary of my Office's involvement in that matter. Even before receiving your "snowflake" of yesterday, I had already instructed my staff to share whatever information we can with the Acting Undersecretary of Defense (AT&L), who agreed yesterday to address your concerns about contracts tainted by any other "criminals" associated with Ms. Druyun.
- Since September 5, 2002, the Defense Criminal Investigative Service, jointly with the Air Force Office of Special Investigations and the National Aeronautics and Space Administration Office of Inspector General, have been investigating allegations that Boeing used Lockheed Martin Corporation's proprietary documents to successfully bid on Air Force contracts for the Evolved Expendable Launch Vehicle program. On July 24, 2003, the Air Force suspended (a temporary measure short of debarment) three Boeing divisions and three former Boeing employees from government contracting. The affected Boeing divisions are the Launch Systems Division, Chicago, IL; Boeing Launch Services, Chicago, IL; and the Delta Programs Division, Huntington Beach, CA. To date, the divisions are still under suspension, and the investigation continues.
- I will respond more fully to your "snowflake" within the time you requested (1/13/05).

Attachment: As stated.

cc: Acting USD (AT&L); General Counsel

Prepared By: Charles W. Beardall, Acting Deputy Inspector General, (b)(6)

FOR OFFICIAL USE ONLY
LAW ENFORCEMENT SENSITIVE

11-L-0559/OSD/46528

OSA 19325-04

TAB

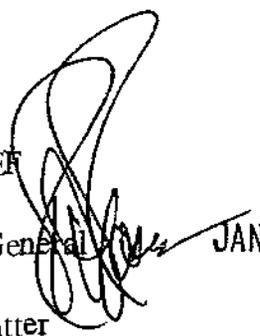
C



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-4704

INFO MEMO

FOR: Mr. Paul W. Butler, The Special Assistant to the SECDEF

FROM: Mr. Richard T. Race, First Assistant to the Inspector General  JAN 6 2005

SUBJECT: OIG Actions Regarding USAF KC-767/Boeing Matter

- On September 16, 2004, the Secretary of Defense transferred responsibility for the ongoing production of documents concerning the KC-767A Tanker Aircraft Program for the Senate Armed Services Committee (SASC) to the Inspector General of the Department of Defense. The collection of documents is estimated at 1 million unclassified pages and 100,000 classified pages. To date, approximately 72,466 pages comprised of 11,753 unclassified documents have been provided to the SASC.
- In a letter dated May 3, 2002 we responded to Senator McCain's request to "assess the Air Force's decision in selecting the Boeing 767 rather than the Airbus A330 for its air refueling tankers."
- In a separate letter, also dated May 3, 2002 we responded to Senator McCain's request for data on the Air Force's contractual arrangement with investment entities concerning the Boeing KC-767A lease that Air Force officials refused to provide him.
- August 29, 2003. We issued "Assessment of DoD Leasing Action" (D-2003-129) in response to a request from the Acting Under Secretary of Defense (Acquisition, Technology, and Logistics). The assessment reviewed "the decision process used by the Air Force and OSD to lease the Boeing 767 Tanker Aircraft and to assess whether DoD interaction with Congress following the Lease Decision Memorandum signed May 23, 2003, was timely and reasonable."
- March 29, 2004. We issued audit report, "Acquisition of Boeing KC-767A Tanker Aircraft" (D-2004-064) in response to request from the Deputy Secretary of Defense that addressed problems with the procurement and acquisition strategies for the program.
- December 15, 2004. We completed a review requested by the Secretary of Defense that assessed the processes and procedures used to collect the documents from January 2001 to the present. This review was provided to your office on December 23, 2004.
- Ongoing: Assessment to determine the key decisions that were/were not made by DoD acquisition officials concerning the execution of procurement and acquisition strategies for the Boeing 767A Tanker Aircraft acquisition program. This assessment should be complete by mid-February 2005.

~~FOR OFFICIAL USE ONLY~~-LAW ENFORCEMENT SENSITIVE

11-L-0559/OSD/46530

- Ongoing: Administrative investigation, at request of Senators Warner, Levin, and McCain, into allegations that Secretary Roche attempted to influence OMB on the 767 tanker lease by using his position and Government email when recommending the brother of an OMB official for employment at Northrop Grumman.
- Ongoing: Criminal investigative and prosecution actions regarding conspiracy by Ms. Druyun and Mr. Sears to violate conflict of interest statutes continue. Sentencing of Mr. Sears scheduled for February 18, 2005. Ms. Druyun reported for incarceration on January 3, 2005. Defense Criminal Investigative Service continues to assist the Department of Justice (DoJ) with the criminal investigation/prosecution and potential DoJ civil litigation.
- Ongoing: We provided an initial response on December 1, 2004 to the SECDEF's November 30, 2004 request to examine other DoD activities that Ms. Druyun and Mr. Sears were involved in. A final response is due NLT January 13, 2005.
- Also, in response to your November 30 2004 Memo, I have instructed my staff to thoroughly review the responses from my seven previous subpoenas relating to Boeing and Druyun (four subpoenas to Boeing and three subpoenas to three other contractors), with a view towards: (a) considering additional subpoenas and/or expanding the scope of the ongoing criminal matter to include, as you wrote in your Memo, "crimes relating to other activities of the Department of Defense for which they have not been charged"; and (b) to the extent permissible, considering ongoing activities of the two other addressees of your 30 November Memo (Mike Wynne and Jim Haynes) "with a view toward avoiding duplication and ensuring effective coordination and cooperation" (IG Act, Section 8(c)(9)).

COORDINATION: None

~~FOR OFFICIAL USE ONLY~~ - LAW ENFORCEMENT SENSITIVE

11-L-0559/OSD/46531

TAB

D

- 135 SENATE OFFICE BUILDING
WASHINGTON, DC 20510-1501
(202) 224-3744
TTY: (202) 224-4479
- 721 FEDERAL BUILDING
210 WALNUT STREET
DES MOINES, IA 50303-2140
(515) 284-8890
- 206 FEDERAL BUILDING
101 1st STREET SE
CEDAR RAPIDS, IA 52401-1227
(319) 383-8832

United States Senate

CHARLES E. GRASSLEY

WASHINGTON, DC 20510-1501

May 5, 1993

REPLY TO:

- 103 FEDERAL COURTHOUSE BUILDING
320 8TH STREET
SIOUX CITY, IA 51101-1244
(712) 233-1860
- 210 WATERLOO BUILDING
531 COMMERCIAL STREET
WATERLOO, IA 50701-4497
(319) 232-6657
- 118 FEDERAL BUILDING
131 E. 4TH STREET
DAVENPORT, IA 52801-1513
(319) 322-4331

The Honorable Les Aspin
Secretary of Defense
Pentagon, Room 33880
Washington, D.C. 20301

Dear Les,

I am writing to praise your decision to hold four senior Air Force officials accountable for financial mismanagement on the C-17 contract and to raise two questions about Ms. Darleen Druyun.

First, I would like to commend you for taking this decisive step. You have sent a clear, unambiguous signal of zero tolerance toward dishonesty in the department's acquisition process- This is the best kind of deterrent to future failures of discipline and integrity. You deserve a lot of credit for having the courage to do what had to be done.

Second, I am somewhat baffled by the complete omission of Ms. Druyun's name from available documents bearing on your decision in this important matter.

The Inspector General has suggested that Ms. Druyun may have engaged in either improper or illegal conduct in connection with C-17 progress payment number 97 that resulted in a potential violation of the Antideficiency Act and other statutes. For these reasons, the Inspector General recommended that disciplinary action be taken against her and four other senior officials. You chose to discipline the four other officials but not her. Why did you decide not to punish Ms. Druyun?

Ms. Druyun presently occupies a key position in the "acquisition management area." She is the Deputy Assistant Secretary of the Air Force for Acquisition. She was placed in this position in February 1993 - one month after the Inspector General recommended that she be disciplined for improper or illegal behavior.

In view of your decision to banish Generals Barry and Nauseef and Mr. Hixenbaugh from the "acquisition management area" and in view of the fact that the Inspector General has yet to resolve all

Committee Assignments:

FINANCE
AGRICULTURE, NUTRITION AND FORESTRY

JUDICIARY
OFFICE OF TECHNOLOGY ASSESSMENT

BUDGET
SPECIAL COMMITTEE ON AGING

U 84060-93

the issues surrounding possible Antideficiency Act violations, is it wise to leave Ms. Druyan in such an important "acquisition management" post?

Your thoughts would be appreciated. A response is requested by May 12, 1993.

Sincerely,


Charles E. Grassley
U.S. Senator

CEG/chm

TAB

E



THE UNDER SECRETARY OF DEFENSE

WASHINGTON, DC 20301-3000

08 JUN 1993

ACQUISITION

Honorable Charles E. Grassley
United States Senate
Washington, D.C. 20510-1501

Dear Senator Grassley:

This is in response to your May 5, 1993, letter to Secretary Aspin regarding financial mismanagement on the C-17 contract.

You asked why the Secretary decided not to punish Mrs. Darleen Druyun and is leaving her in an important management post, whereas four other officials were disciplined. The Secretary and I carefully considered all of the evidence in this matter and concluded that punishment of Mrs. Druyun was not appropriate and that she should continue to hold her present position. Mrs. Druyun's involvement with the C-17 contract was limited and did not warrant action similar to that taken with regard to the other officials.

You may be assured that we would not retain Mrs. Druyun in her present position if we felt it would jeopardize the integrity of defense acquisition.

Sincerely,

A handwritten signature in dark ink, appearing to read "John M. Deutch".

John M. Deutch



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-4704

DEC 26 2002

The Honorable John McCain
United States Senate
Washington, DC 20510-0303

Dear Senator McCain:

This is in further response to your letters of April 25, 2002, to the Secretary of Defense and this office that expressed concern regarding the lack of information made available to you concerning possible leases of aircraft from the Boeing Corporation. In particular, you questioned the Air Force denial of your request for "the name of the outside investment entity that provided advice and analysis on leasing arrangements, including the lease the Air Force is now pursuing with Boeing." Your question to the Air Force on the matter--"Who are the Wall Street experts which provided advice to SAF/AQ [Assistant Secretary of the Air Force (Acquisition)] on aircraft leasing?"--received the following response dated April 18, 2002: "SAF/AQ cannot provide an answer to this question without violating the analysts' and their firms' specific requests for confidentiality."

In response to your concerns, we requested the Inspector General (IG) of the Air Force to conduct an investigation into allegations that Ms. Darleen A. Druyun, Principal Deputy Assistant Secretary of the Air Force (Acquisition and Management), and others improperly withheld information from you regarding the identity of an outside entity that provided advice on tanker leasing arrangements. Our preliminary review of the matter suggested that Ms. Druyun's terse response to you, even if factually accurate, was at best extremely poor judgment. Subsequently, we advised the Air Force IG that we uncovered information suggesting that Ms. Druyun's response may have been inaccurate or misleading.¹

The Air Force IG recently completed his investigation into the matter and did not substantiate wrongdoing on the part of Ms. Druyun or others. Based on sworn testimony from eight witnesses and relevant documentation, the Air Force IG determined that Ms. Druyun genuinely believed that she had an obligation to protect the identities of the "Wall Street experts" who provided advice to the Air Force. Her views were based on the assumption that the identities of the sources should be treated as "source selection sensitive" and, therefore, subjected to release restrictions imposed by the Federal Acquisition Regulation and Section 423 of Title 41, United States Code, "Restrictions on disclosing and obtaining contractor bid or proposal information or source selection information."

¹ My initial response to you of May 3, 2002, advised that, prior to May 1, 2002, the Air Force had no written contractual relationship with an outside investment entity to provide aircraft leasing advice and had obtained aircraft leasing advisory services from Babcock & Brown LP beginning May 1, 2002, via subcontract with Anteon Corporation, a prime Air Force consulting contractor. We had found no indication of a confidentiality agreement between the Air Force and Anteon or Babcock & Brown LP.

~~FOR OFFICIAL USE ONLY~~

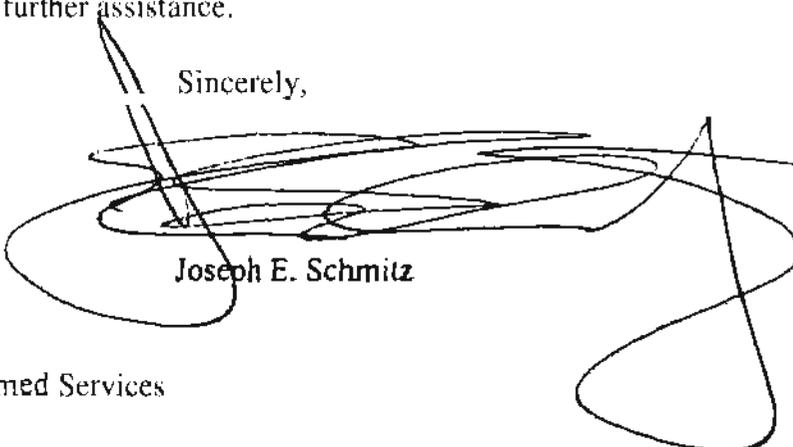
11-L-0559/OSD/46537

I continue to believe that Ms. Druyun's response to you should have been more forthcoming. On the other hand, I have no reason to question the Air Force IG's determination that the allegation that "Ms. Druyun abused her authority by wrongfully refusing to disclose to Senator John McCain the identities of nongovernmental entities that provided investment advice and analysis to the Air Force concerning leasing of tanker and special airlift mission aircraft" was not substantiated. In view of Ms. Druyun's retirement from the Federal service effective November 15, 2002, we find insufficient basis to pursue the matter further. Nevertheless, your insistence on accountability in this situation has reemphasized the requirement to provide accurate, responsive information to Members of Congress, as reflected in Deputy Secretary Wolfowitz' letter to you of July 15, 2002.

Because information in this letter may be exempt from public release under the Freedom of Information Act (FOIA), the letter is designated "~~FOR OFFICIAL USE ONLY.~~" Please refer any requests for this letter to the FOIA/Privacy Act Office, Office of Administration and Information Management, Office of the Inspector General of the Department of Defense, 400 Army Navy Drive, Arlington, Virginia 22202-4704.

Please contact me or Mr. John R. Cranc, Director, Office of Congressional Liaison, at (b)(6) if we may be of further assistance.

Sincerely,



Joseph E. Schmitz

cc: The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate

The Honorable John Warner
Ranking Minority Member Committee on Armed Services
United States Senate



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

INFO MEMO

JAN 14 2005

TO: SECRETARY OF DEFENSE

FROM: ACTING UNDER SECRETARY OF DEFENSE (AT&L)

SUBJECT: Boeing and Druyun

Reference the attached snowflake at (TAB A), here are the steps I have taken to address all of our concerns in this matter:

- o On November 19, 2004, I tasked the Military Departments, Missile Defense Agency, and the Special Operations Command to perform self-assessments of their acquisition organization and process. The Defense Science Board Task Force I established is reviewing their assessments and their acquisition management structures. The Task Force will brief me on February 2, 2005.
- At my direction on December 13, 2004, a multi-service/agency team led by the Deputy Director, Defense Contract Management Agency began reviewing contract actions involving Darlene Druyun. Their findings will also be briefed to me on February 2nd.
- o On December 16, 2004, I sent a letter to Harry Stonecipher, Boeing CEO, asking him to examine his own practices. I specifically asked him to examine Mr. Sears' role in Boeing's business with the Department. His December 21, 2004, reply states he is currently reviewing Mr. Sears' role and will share the results with us this month.
- o Today, I sent a memorandum to the ASN (RD&A) asking him to conduct a review of the F/A-18 program, in which Mr. Sears was also involved. I also have asked the Inspector General (IG) to look into the dealings of Ms. Druyun's husband. I understand that the IG is also assisting the Justice Department on issues associated with the Druyun/Sears convictions.
- o I will continue to coordinate with the General Counsel and the IG as these reviews proceed and report back to you on the findings.

COORDINATION: None

Prepared By: Nancy Dowling/DPAP/PAIC/ (b)(6)

cc: DSD, GC, IG

OSD 01028-05

11-L-0559/OSD/46539

TAB

A

FOUO

November 30, 2004

TO: Joe Schmitz
Mike Wynne
Jim Haynes

FROM: Donald Rumsfeld 

SUBJECT: Boeing and Druyun

As I indicated at the staff meeting today, I believe that not only should we **look** at other activities that Darlene Druyun, who pled guilty, was involved in, but we should **also look** at other activities that the Boeing person who pled guilty was involved in.

We have a responsibility to **look** out for the taxpayers' money. Given the fact **that** each of them have confessed that they committed crimes, we have a responsibility to see if they committed other crimes. We know they are confessed criminals. Therefore, we ought to check and see if they committed some crimes relating to other activities of the Department of Defense for which they have not been charged.

Thanks.

DHR:dh
113004-23

.....
Please respond by 1/13/05

FOUO

7201
TAB A
FOUO

10/29

October 29, 2004

889

J-3 action pls.
Top 10 Iraq 2 b.
230

TO: Gen Dick Myers
FROM: Donald Rumsfeld *DR*
SUBJECT: Iraq's Borders

Do you feel we've got a decent **plan from** Casey on how to deal with the borders of Iraq? I don't. What do you **propose**?

Thanks.

DHR:ss
102904-15

.....
Please respond by 11/19/04

Tab A

FOUO

11-L-0559/OSD/46542

OSD 01101-05

~~FOUO~~

December 8, 2004

P+R *USD (c)*
TO: ~~VADM Jim Stavridis~~
FROM: Donald Rumsfeld *P*
SUBJECT: Cost for a Soldier

Please see if you can find someone to do the calculation as to what it costs to organize, train and equip an American soldier to serve in Afghanistan. And then figure out how many ~~Afghan~~ Afghan soldiers we could recruit, train, equip and deploy for the price of one US soldier.

Then do the same calculation for Iraq.

Thanks.

DHR:dh
120804-7

.....
Please respond by

~~FOUO~~

11-L-0559/OSD/46543

OSD 01116-05



COMPTROLLER

UNDER SECRETARY OF DEFENSE

1100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1100

INFO MEMO

January 14, 2005, 6:30 PM

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Tina W. Jonas *TWJ*

SUBJECT: Cost for a Soldier

- We calculated what it costs to organize, train and equip an American soldier to serve in Afghanistan or Iraq. We also estimated how many Afghan or Iraqi soldiers could be recruited, trained, equipped and deployed for the price of one U.S. soldier. These costs are summarized in the following table:

	U.S.	Afghan	Iraqi
Cost to recruit, train, equip, and deploy an individual soldier	\$107,000	\$1,800	\$6,500
Number of soldiers for the price of one U.S. soldier	1	54	15

- While determining the answer to your questions, we also calculated the sustainment costs of these soldiers once they have been deployed. These costs are summarized in the following table:

	U.S.	Afghan	Iraqi
Projected annual sustainment costs for an individual soldier	\$79,000	\$10,700	\$38,900

COORDINATION: None.

cc:
J-8

Prepared By: John Evans (b)(6)

FOUO

December 8, 2004

P+R *USD (c)*
TO: ~~VADM Jim Stavridis~~
FROM: Donald Rumsfeld *P*
SUBJECT Cost for a Soldier

Please see if you can find someone to do the calculation as to what it costs to organize, train and equip an American soldier to serve in Afghanistan. And then figure out how many Afghan soldiers we could recruit, train, equip and deploy for the price of one US soldier.

Then do the same calculation for Iraq.

Thanks.

DHR:dh
120804-7

.....
Please respond by

~~12/10/04~~
01/16/05

FOUO

OSD 01116-25

11-L-0559/OSD/46545

- Afghanistan
 - Monthly US Soldier Cost approx \$54,000
 - US monthly cost per ANA soldier is approx \$44,500
- Iraq
 - Monthly US Soldier Cost approx \$30,500
 - US monthly cost per Iraqi Security Force \$16,700

Sustain
- retreat
- medical

12/9
Sir —
you asked for
these #'s...
v/e
jm

→ Re-run but include
medical, retirement, etc.
sustainment,

S

~~FOUO~~
TAB A

0200
OFFICE OF THE
SECRETARY OF DEFENSE

September 15, 2009 PM 4:45

TO: Gen. Dick Myers

857

CC: Paul Wolfowitz
Doug Feith
Tina Jonas
Ken Krieg

FROM: Donald Rumsfeld *DR*

SUBJECT: "Rules of Thumb" for Security Costs in Afghanistan and Iraq
mm

We need some basic "rules of thumb" reflecting our costs for security in Iraq and Afghanistan. A few ideas might include:

- Cost per soldier per month / year
- Total Cost per month / year

I'm sure there are other good metrics. I think it would be helpful to have these in our heads as we look at trade-offs with regard to U.S. and local forces as well as our longer range planning in both countries.

Thanks.

DHR:js
091504-5

.....
Please respond by 23 sep 09

~~FOUO~~

Tab A

11-L-0559/OSD/46547

090 14053-04

A121
2



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-0990

INFO MEMO

OFFICE OF THE SECRETARY OF DEFENSE

CM-2136-0704 OCT 25 PM 4:45
25 October 2004

FOR SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *PHM 10/24*

SUBJECT: 'Rules of Thumb' for Security Costs in Afghanistan and Iraq

- **Issue.** "We need some basic 'rules of thumb' reflecting our costs for security in Iraq and Afghanistan. A few ideas might include: **Cost per soldier** per month/year, **Total Cost per month/year**...it would be helpful to have **these** in our heads as we look at trade-offs with regard to **US** and local forces as well as our longer range planning in **both** countries." (TAB A)
- **Conclusion.** Monthly per US Service member cost for Operation IRAQI FREEDOM (OIF) is \$30.5K; annual per Service member cost is \$365.9K. Total US cost per month for OIF is \$4.2B; annual total cost is \$50.5B. Monthly per US Service member cost for Operation ENDURING FREEDOM (OEF) is \$53.7K, annually \$644.6K. Monthly total US costs for OEF is \$752M, annually \$9.0B. Only operational and recurring costs (TAB B) are included in these figures. Differing force packages, operational concepts, logistics networks and other cost elements for OIF and OEF result in higher costs in Afghanistan.
- **Discussion.** You must be careful when using these figures to estimate savings from future force reductions. The cost avoidance will be less than the per Service member cost. A drawdown plan is required to compute cost avoidance. The drawdown strategy would describe how much of the support structure remains in place as ground combat elements redeploy. Since the more costly support will likely drawdown more slowly than the ground combat elements, costs will not go down at the per Service member rate described above. In addition, the per Service member cost avoidance must be offset by the costs of a prolonged US sustainment of the Afghan National Army (ANA). Another rule of thumb for the security costs is the FY 2005 US costs to build the Iraqi security force and the ANA. The US cost per Iraqi security force member is \$16.7K and per ANA soldier is \$44.5K. The US costs for Iraq are lower because the Iraqi government offsets costs for Iraqi security.

COORDINATION: TAB C

Attachments:

As stated

Prepared By: Vice Admiral R. F. Willard, USN; Director J-8; (b)(6)

11-L-0559/OSD/46548

OSD 16953-04 *1/2*

TAB B

Operational and Recurring Costs

- The costs per US Service member in support of Operation **ENDURING FREEDOM** (OEF) are calculated by using the burn rate; that is, the average of the monthly costs per contingency operation. The burn rate costs are the recurring, operational (incremental) costs that Services and agencies report through the Defense Finance and Accounting System to Congress.
- These costs include both direct and indirect costs for OEF.
 - Direct Service costs include full pay and allowances for Guard and Reserve, incremental pay for active duty personnel (allowances such as imminent danger pay and family separation pay), personnel support, operations support, transportation and military construction.
 - Other direct costs include depot maintenance, National Geospatial-Intelligence Agency operations, Defense Intelligence Agency operations, other intelligence and the Defense Health Program.
 - Indirect costs in support of OEF include costs for **USCENTCOM** Headquarters in Qatar, military overstrength, military construction in Southwest Asia external to Iraq and Afghanistan, the military tribunal and defense health care costs for military personnel in Southwest Asia, external to Iraq and Afghanistan. Since these costs are contingency related and must be reported as a contingency cost, they are shown as a cost against the first contingency in the Global War on Terrorism, OEF.
- The costs per US Service member in support of Operation **IRAQI FREEDOM** reflect only direct costs incurred for Iraq.

UNCLASSIFIED

TAB C

COORDINATION PAGE

USDC

MS. TINA JONAS

9/28/2004

11-L-0559/OSD/46550

Tab C

January 13, 2005

TO: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: Information to McCain

Senator McCain told the Vice President he sent three letters to us complaining to somebody in the Department that we are sending him too much material - things he does not need. The VP said McCain said, "I don't need testimony that I heard when I was sitting in the Committee."

One day we are not sending enough; now we're sending too much. McCain said he did not trust the Air Force, so the OSD General Counsel's office started handling it. Then McCain said he didn't trust them, so we had the Inspector General handle it, and it is that office that currently handles it.

Someone needs to speak to the IG's office and see if they can separate information McCain thinks he does not need or want. I'm reluctant to not send him anything, because he could say we are not sending him everything. It is a difficult problem. Maybe we try to separate things we think he would want from things we think he may not want, but continue to send him everything.

Thanks.

DHR:ss
011105-3

.....
Please respond by 1/27/05

452 T
13 Jan 05
22 OCT 04

ARIZONA
COMMITTEE ON COMMERCE
SCIENCE AND TRANSPORTATION
COMMITTEE ON ARMED SERVICES
COMMITTEE ON INDIAN AFFAIRS

WASHINGTON, DC 20510-0302
(202) 224-2235

4450 SOUTH RURAL ROAD
SUITE 8-120
TEMPE, AZ 85282
(480) 897-0200

2400 EAST ARIZONA
BUTWORTH CENTER
SUITE 1100
PHOENIX, AZ 85016
(602) 952-2410

450 WEST PASEO REBONDO
SUITE 200
TUCSON, AZ 85701
(520) 679-6336

TELEPHONE FOR HEARING IMPAIRED
(202) 224-7132
(602) 962-0170

United States Senate

October 22, 2004

VIA FACSIMILE AND FIRST CLASS MAIL

The Honorable Joseph E. Schmitz
Inspector General
Department of Defense
400 Army Navy Drive
Arlington, VA 22202-4704

Re: Production of Tanker-Refated Documents Requested by Congress

Dear Mr. Schmitz:

It was a pleasure meeting with you and your colleagues on Friday, October 8, 2004. As I indicated during our meeting, I have been **concerned** about the Defense Department and the Air Force's failure to produce documents responsive to congressional requests related to the tanker matter, most recently the mail between Secretary Roche and OMB senior official Robin Cleveland. Accordingly, I welcome your office's involvement in helping assure *the* integrity of the Defense Department and *the* Air Force's production of all responsive documents. With this letter, I highlight **some** issues that we discussed during our meeting.

First, in my view, your office's involvement in this effort does not relieve the Defense Department or the Air Force of their obligation to produce all responsive documents fully and completely. In other words, notwithstanding your office's welcomed involvement in the Defense Department and *the* Air Force's production of documents, if it is discovered that any more responsive documents are **improperly** withheld, I expect that whatever recourse needs to be taken will be directed at the Defense Department and/or the Air Force (and those officials within them responsible for not producing these documents). On Friday, October 1, 2004, my staff conveyed my view in this regard to John Sullivan, the Deputy General Counsel to the Defense Department.

Second, I understand that you are obtaining from the Defense Department and the Air Force certifications as to the completeness of their production of documents as to each request-

452T

22 OCT 04

PRINTED ON RECYCLED PAPER

11-L-0559/OSD/46552

01130-05

category. When your office completes its production of all documents responsive to each of these categories, please indicate whether you have received these certifications.

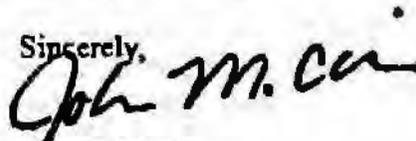
Third, my staff also told Mr. Sullivan that no redactions were to be made to documents for "responsiveness" or "relevance." As my staff conveyed to Mr. Sullivan, such redactions fall outside the August 11, 2004, agreement made among me, Chairman Warner, White House Counsel, and the Defense Department. As such, I expect that your office will not be making such redactions before producing them.

Fourth, your office need not produce hearing transcripts, press releases, and other publicly available material that might otherwise be responsive to the requests for documents.

Finally, during our meeting you expressed concern about the provision in the August 11, 2004, agreement that documents produced be redacted for the names of, or references to, Members of Congress. You indicated that, in your view, the use of resources required to make these redactions is particularly burdensome and, under the circumstances, questionable. I understand that the Defense Department has provided your office with about 57 compact discs and two xerox boxes of potentially responsive documents, totaling about 700,000 pages. In addition, I understand that the Air Force produced voluminous documents in response to Senate requests related to the tanker replacement program. But, the number of documents actually produced remains relatively modest. In that context, I agree that all reasonable measures that can alleviate undue burden on your end should be undertaken. Given your salient concerns and our desire to expedite our review of the documents you produce, this element of the August 11th agreement should probably be revisited. By copy of this letter to those below, I ask that our staff work together to do this.

Thank you for your continuing assistance in this matter.

Sincerely,



John McCain

cc: The Honorable John Warner, Chairman, Senate Armed Services Committee
The Honorable Donald Rumsfeld, Secretary, Department of Defense
The Honorable Judge Alberta Gonzales, Counsel to the President
The Honorable Bill Frist, Senate Majority Leader

OCT 06 2004

TO: David Chu
cc: Paul Wolfowitz
Gen Dick Myers
Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: Fellowships

I spoke at the Council on Foreign Relations in New York yesterday, and found four colonels. I don't know how many others are assigned up there.

I would like to see the full rack up of all the fellowships: who is assigned where all over the world for non-military duties like that - how many to the State Department, how many to Congress, etc.

We need to get our arms around it. While some number of fellowships is desirable, we should do a complete baseline examination of exactly where our troops are serving. Let's ensure we are getting maximum benefit for the buck.

Please get back to me with a complete lay-down and your recommendations for changes -- soon.

Thanks.

DHR:dh
100504-15

.....
Please respond by 10/29/04

080

6 OCT 04

November 4, 2004

TO: David Chu
CC: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: Innovative Health Care Options for the Force

106

You mentioned that you were working on some new ideas for health care packages for our forces, including some kind of medical savings account concept.

I'm very interested in seeing your ideas so we can consider moving forward on a pilot project or even some wholesale changes.

Thanks.

DHR:ss
110404-17

.....
Please respond by 12/1/04

4 never

January 14, 2005

TO: Vice President Richard B. Cheney
FROM: Donald Rumsfeld *DR*
SUBJECT: McCain Request

4527

Mr. Vice President,

I sent the attached note to Paul about your report that Senator McCain said he had written us three letters saying he doesn't need certain things. We checked. We can't find any letters to Paul or me from the Senator on this subject. The only letter we found was one dated October 22 to the Inspector General. You will note on the second page he makes the statement you indicated.

We are implementing a process whereby we will keep sending him everything, but we will try to separate those items which fall into categories he may be less interested in. I'm concerned about not sending him everything, for fear he will say we didn't send him everything.

Attach.
1/13/05 SecDef Memo to DSD re: Information to McCain

DHR:ss
011405-3

14Jan05

January 13, 2005

TO: Paul Wolfowitz
 FROM: Donald Rumsfeld *DR*
 SUBJECT: Information to McCain

Senator McCain told the Vice President he sent three letters to us complaining to somebody in the Department that we are sending him too much material – things he does not need. The VP said McCain said, “I don’t need testimony that I heard when I was sitting in the Committee.”

One day we are not sending enough; now we’re sending too much. McCain said he did not trust the Air Force, so the OSD General Counsel’s office started handling it. Then McCain said he didn’t trust them, so we had the Inspector General handle it, and it is that office that currently handles it.

Someone needs to speak to the IG’s office and see if they can separate information McCain thinks he does not need or want. I’m reluctant to not send him anything, because he could say we are not sending him everything. It is a difficult problem. Maybe we try to separate things we think he would want **from** things **we** think **he** may not want, but continue to send him everything.

Thanks.

DHR:ss
 011105-3

.....
 Please respond by 1/27/05

WASHINGTON, DC 20510-0344
(202) 224-2238

4450 SOUTH RURAL ROAD
SUITE 8-120
TEMPE, AZ 85283
(480) 897-6289

2400 EAST ARIZONA
BALDWIN CREEK
SUITE 1100
PHOENIX, AZ 85016
(602) 962-2410

450 WEST PACTO REDWOOD
SUITE 200
TUCSON, AZ 85701
(520) 870-1224

TELEPHONE FOR HEARING IMPAIRED
(202) 224-7138
(602) 962-0178

COMMITTEE ON COMMERCE
SCIENCE AND TRANSPORTATION
COMMITTEE ON ARMED SERVICES
COMMITTEE ON INDIAN AFFAIRS

United States Senate

October 22, 2004

VIA FACSIMILE AND FIRST CLASS MAIL

The Honorable Joseph E. Schmitz
Inspector General
Department of Defense
400 Army Navy Drive
Arlington, VA 22202-4704

Re: Production of Tanker-Related Documents Requested by Congress

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First, in my view, your office's involvement in this effort does not relieve the Defense Department or the Air Force of their obligation to produce all responsive documents fully and completely. In other words, notwithstanding your office's welcomed involvement in the Defense Department and the Air Force's production of documents, if it is discovered that any more responsive documents are improperly withheld, I expect that whatever recourse needs to be taken will be directed at the Defense Department and/or the Air Force (and those officials within them responsible for not producing these documents). On Friday, October 1, 2004, my staff conveyed my view in this regard to John Sullivan, the Deputy General Counsel to the Defense Department.

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OSD 01130-05

PRINTED ON RECYCLED PAPER

11-L-0559/OSD/46558

category. When your office completes its production of all documents responsive to each of these categories, please indicate whether you have received these certifications.

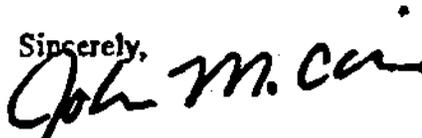
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Thank you for your continuing assistance in this matter.

Sincerely,



John McCain

cc: The Honorable John Warner, Chairman, Senate Armed Services Committee
The Honorable Ronald Rumsfeld, Secretary, Department of Defense
The Honorable Judge Alberto Gonzales, Counsel to the President
The Honorable Bill Frist, Senate Majority Leader

December 16, 2004

TO: Ray DuBois
FROM: Donald Rumsfeld 
SUBJECT: Fringe Benefit Computation

I looked at this letter. I just can't believe that that is the correct number for the fringe benefit computation for me. It looks way too low.

You ought to check into how they do the computing, and whether or not Syd Sullivan is calculating it properly, and including everything that's personal, which he must.

Thanks.

Attach.
12/9/04 Letter to SecDef ~~from~~ H. Becker

DHRss
121604-16

.....
Please respond by _____

430

16 Dec 04

OSD 01178-05

11-L-0559/OSD/46560



DEPARTMENT OF DEFENSE
WASHINGTON HEADQUARTERS SERVICES
1 155 DEFENSE PENTAGON
WASHINGTON, DC 20301-1155



Honorable Donald R. Rumsfeld

09 DEC 2004

(b)(6)

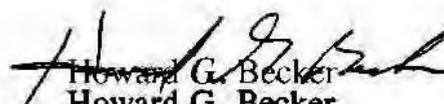
Dear Mr. Secretary:

Pursuant to amendments made to the tax code in **1984**, the Department is required to place a value on the personal use of the official vehicles and drivers and provide this value to employees for use in preparing their tax returns. Under IRS regulations, commuting is considered personal use and the term "employer" includes the Federal Government. You fall under the scope of the regulations because of the portal-to-portal service given you by this Department.

We have calculated this amount, based on our best information regarding your use of the Government furnished vehicle. The period covered this year is from November 1, 2003 to October **31, 2004**. This amount will appear on a separate **W-2** form, which you will be receiving in the near future. Attached is a work sheet explaining this amount. You may wish to share this information with your tax accountant or attorney.

Please have your staff contact me if you have any questions.

Sincerely,


Howard G. Becker
Howard G. Becker
Director

Attachment:

a/s



11-L-0559/OSD/46561

ATTACHMENT

PORTAL TO PORTAL 2004 FRINGE BENEFIT COMPUTATION
FOR
SECRETARY OF DEFENSE RUMSFELD

The **Commuting Valuation Rule** (Business-Orientated Security Concerns) bases the taxable benefit on \$1.50 value for each one-way commute of an employer-furnished vehicle. This rule applies only to the Secretary and Deputy Secretary of Defense. The figure for the number of one-way commutes is based on information provided by your office.

$$613 \text{ trips} \times \$1.50 = \mathbf{\$919.50}$$



ADMINISTRATION AND
MANAGEMENT

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

JUL 17 2003

MEMORANDUM FOR ADMINISTRATIVE ASSISTANT TO THE
SECRETARY OF THE *ARMY*
ASSISTANT FOR ADMINISTRATION
UNDER SECRETARY OF THE *NAVY*
ADMINISTRATIVE ASSISTANT TO THE
SECRETARY OF THE *AIR FORCE*

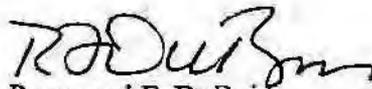
Subject: Accounting for Home-to-Work Transportation Fringe Benefits

The purpose of this memorandum is to **clarify** the Department's duty to account for the home-to-work transportation that is provided to certain senior officials of the Department.

You are reminded that Government vehicles may be used only for **official** purposes. Statute provides that certain specifically delineated senior officials may be provided home-to-work transportation (31 U.S.C. § 1344); such use is considered official use. However, home-to-work transportation is considered a "fringe benefit" and is thus taxable to the official. Treasury regulations §§ 1.61-21 and 1.132-5 describe the method used to determine the value of the fringe benefit, and that value is reflected in a **W-2** prepared by the Defense Finance and Accounting Service for the official. All other use of Government vehicles is considered official use, for the benefit of the Government, and is not a taxable benefit to the official.

For purposes of determining which trips are considered "home-to-work" transportation, you should consider each trip that originates at the official's residence, and each trip that terminates at the official's residence, as "home-to-work" transportation, regardless of the number of intermediate stops. The only exception to this rule is that trips that originate or terminate at the official's residence as **part** of a TDY/TAD trip are provided **to** Government travelers as a non-taxable reimbursable expense.

If you have questions concerning this matter, please do not hesitate to contact John S. Albanese in the WHS Office of General Counsel (b)(6)
albanesj@dodgc.osd.mil.

 7.17.03
Raymond F. DuBois
Director

11-L-0559/OSD/46563



ADMINISTRATION AND
MANAGEMENT

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

SEARCHED
SERIALIZED
JAN 14 2005

INFO MEMO

14 JAN 2005

FOR: SECRETARY OF DEFENSE

FROM: Raymond F. DuBois, Director, Administration & Management

Ray DuBois 1/14/05

SUBJECT: Fringe Benefit Computation

430

- In the attached snowflake, you asked that I verify again this year that you are paying as much as you are supposed to pay for your DoD-provided home-to-work transportation fringe benefit.
- We continue to take a very conservative approach in this area, and consider all trips originating or terminating at any of your residences as taxable events. I issued guidance in 2003 that clearly directs this approach (also attached). This assures that you pay all that you should be paying, and nothing less.
- The taxable portion of your home-to-work transportation is predicated upon the fact that you receive security protection. In such cases, the taxable benefit imputed for home-to-work transportation, as established by Treasury Regulation sections 1.61-21 and 1.132-5, is \$1.50 for each trip.
- Your personal driver and the head of your security detail have provided data in response to our request for an accounting of your use of this fringe benefit. I am confident that they have provided data in accordance with applicable guidance, and that the accounting for taxable year 2004 is correct.

14 Jan 05

COORDINATION: None

Attachment:
As stated

Prepared by: Howard Becker, (b)(6)

16 Dec 04

11-L-0559/OSD/46564

OSD 01178-05



AM 02831-05

December 16, 2004

TO: Ray DuBois
FROM: Donald Rumsfeld 
SUBJECT: Friuge Benefit Computation

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Thanks.

Attach.
12/9/04 Letter to SecDef from H. Becker

DURss
121604-16

Please respond by _____



DEPARTMENT OF DEFENSE
WASHINGTON HEADQUARTERS SERVICES
1 155 DEFENSE PENTAGON
WASHINGTON, DC 20301-1155



Honorable Donald R. Rumsfeld

09 DEC 2004

(b)(6)

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Please have your staff contact me if you have any questions.

Sincerely,



Howard G. Becker

Director

Attachment:

a/s



11-L-0559/OSD/46566

ATTACHMENT

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FOR
SECRETARY OF DEFENSE RUMSFELD

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$$613 \text{ trips} \times \$1.50 = \$919.50$$



ADMINISTRATION AND
MANAGEMENT

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

JUL 17 2003

MEMORANDUM FOR ADMINISTRATIVE ASSISTANT TO THE
SECRETARY OF THE ARMY
ASSISTANT FOR ADMINISTRATION
UNDER SECRETARY OF THE NAVY
ADMINISTRATIVE ASSISTANT TO THE
SECRETARY OF THE AIR FORCE

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If you have questions concerning this matter, please do not hesitate to contact John S. Albanese in the WHS Office of General Counsel (b)(6) albanesj@dodgc.osd.mil.

 7.17.03
Raymond F. DuBois
Director

11-L-0559/OSD/46568

January 10, 2005

TO: Jim Roche
Mike Wynne
CC: *LARRY DILAWA*
FROM: Donald Rumsfeld *DR*
SUBJECT: Editorial

USAT

Attached is an editorial; I have no reason to know if it is accurate or not. It refers to me. Apparently, it may have come off of an e-mail from one of you to the other. Could you please give me a copy of whatever it is referring to, so I know what I have to deal with? It does not sound like anything I have said.

Thanks.

Attach.
"Go Boeing!" Editorial

DHR:ss
010705-13

10 Jan 05

.....
Please respond by *1/21/05*

*Sir,
Response attached.
v/r
Lt Col Lengyel*

18 Jan 05





SECRETARY OF THE AIR FORCE

WASHINGTON
SECRETARY OF THE AIR FORCE

705 JAN 17 AM 7:32

JAN 18 2005

MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: Editorial (Washington Post - "Go Boeing!")

The November 28, 2004, "Go Boeing!" editorial's mention of you pertains to e-mail from Pete Teets sent to me on November 27, 2003. In that e-mail, he updates me on the tanker situation and includes a synopsis of a discussion about Druyun and Sears at your staff meeting the previous Tuesday. I was TDY overseas visiting the troops in Europe and the AOR that week and thus was unable to attend your staff meeting. According to Pete's recollection of the meeting, Joe Schmitz mentioned Druyun had been dismissed from Boeing. You then directed your staff to take a second look at her involvement in the tanker issue, simple due diligence and a prudent action in light of this revelation. What Pete did not realize was that two days earlier, on November 25, I had already contacted the Air Force IG instructing them to ask DoD IG to look into Druyun's acquisition activities over the two years leading to her retirement.

This particular e-mail came to the attention of the Post through our production of e-mails to the SASC and disclosure by Senator McCain. The editorial draws from at least three disparate e-mails spread over at least 16 months. It further highlights our original concern that the release of internal DoD e-mails leaves the institution vulnerable to this type of selective, out-of-context mischaracterization and distortion. In this instance, it is your quite sound guidance to the staff that was miscolored by the Post.

Attachment:
E-Mail (28 Nov 2003)

4527

1872405

OSD 01208-05

11-L-0559/OSD/46571

Kuhn Garry LtCol HAF/CZ

From: Roche James Dr SAF/OS
Sent: Friday, November 28, 2003 2:58 AM
To: Teets Peter B Civ SAF/US
Subject: RE: Tankers

Thanks, Pete. We can discuss on Monday. Jim

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

From: Teets Peter B Civ SAF/US
To: Roche James Dr SAF/OS
Sent: 11/27/2003 9:15 AM
Subject: Tankers

Jim, I think it is important for you to know all I know about the situation surrounding the tankers. I sat in for you at the SecDef staff meeting last Tuesday. As we went around the table, Joe Schmidts (IG) mentioned the Boeing dismissal of Sears and Druyun. The SecDef then asked if in light of that should we take a second look at her involvement in any tanker lease related matters in order to deflect possible criticism from the SASC and unfavorable publicity. I said I thought that was a good idea, and that we (the Air Force) would do so. No further discussion on the subject occurred at the staff meeting. After the staff meeting I scheduled short separate meetings with Marv Sambur and Mary Walker for Tuesday afternoon following my return from a meeting at CIA. When I returned, I learned that Marv could not meet with me at the scheduled time because he was in Mike Wynne's office discussing Darlene's involvement with tankers. I then met with Mary and asked her to think through the Darlene situation, plus another matter regarding proper packaging of material on the AFA situation that Schmidts had said was required to be delivered to the SASC. Late Tuesday afternoon I then talked to Marv Sambur and got his assurance that a thorough review of the Darlene situation had been completed and there was no way Darlene had any influence on our current plan for tankers. Furthermore, **Marv** said that a letter had been prepared for the DepSecDef to send over to the SASC indicating same, and notifying them of our intent to proceed. At that point, I thought the issue was resolved. On Wednesday morning I read the Wash Post article quoting Sec Rumsfeld as saying he had asked his staff to do a review of the tanker deal. I sent Marv an E-mail offering any help I could provide, and he responded with thanks, but it was clear that this situation had once again gotten out of control. I am sorry to report the news to you, but felt you needed the whole story as it unfolded. Best Regards, Pete

11-L-0559/OSD/46572

January 10, 2005

TO: Jim Roche
Mike Wynne
cc: *Larry DiLuzo*
FROM: Donald Rumsfeld *DR*
SUBJECT: Editorial

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Thanks.

Attach.
"Go Boeing!" Editorial

DHR:ss
010705-13

.....
Please respond by 1/21/05

Sir,
Response attached.
v/r
Lt Col Lengyel



RECEIVED
JAN 10 2005

...and carry outrageous case loads over which they have little control. The

Warner (D) and Attorney
y W. Kigore (R) could make a wor-
ference. Both should be embarrassed to p-
side over a public defense system that fails its
clients so often.

Go Boeing!

THE MORE the Boeing tanker deal is scrutinized, the worse it looks. The tanker leasing arrangement, now thankfully dead, was questionable on its face. The result of a back-door legislative maneuver, if it had gone through, the Air Force would have paid too much for planes that it might not need, or that at least might not be the best solution to its aging tanker fleet. Then it turned out that negotiations were rigged in Boeing's favor by an Air Force procurement official as a "parting gift" just before she took a \$250,000-a-year job at the company. The official, Darleen A. Druyun, has pleaded guilty to ethics charges, along with Boeing's former chief financial officer.

But as much as the Air Force would like to suggest otherwise, the Boeing mess doesn't stop there. The pile of internal e-mails tensely extracted by Sen. John McCain (R-Ariz.) show an Air Force leadership more bent on stifling dissenting views from within the military than on determining the best deal for taxpayers, inappropriately cozy with some contractors and personally biased against others, and resolutely uninterested, even now, in determining what went wrong. E-mails to and from Air Force Secretary James G. Roche, who resigned last week, are particularly disturbing. In May 2003, Boeing lobbyist Paul Weaver told Mr. Roche that Marvin R. Sambur, the Air Force's acquisition chief, "was getting beat up" by Michael W. Wynne, a senior Pentagon procurement official, over the tankers' cost. "It's time for the big guns to quash Wynne!" replied Mr. Roche—who then repeatedly denied to the Senate Armed Services Committee that he asked Boeing to put pressure on Mr. Wynne.

As chummy as the Air Force was with Boeing, officials were hostile to a possible competitor for the tanker deal: European Aeronautic Defense and Space Co. (EADS) and its Airbus division. E-mailing a Raytheon Co. executive, Mr. Roche wrote, "Privately between us: Go Boeing! The fools in Paris and Berlin never did their homework." When Mr. Wynne told Mr. Roche that he had invited the

EADS officials to lunch, noting the potential "benefits of competition," he was angrily slapped down. "Mike, you must be out of your mind!" Mr. Roche wrote. "We won't be happy with your doing this."

Mr. Roche is not the only one whose conduct is troubling. Even as she was negotiating with the Air Force about whether the tanker lease was a good deal, Office of Management and Budget Associate Director Robin Cleveland asked Mr. Roche to intercede with former colleagues at Northrop Grumman to help Ms. Cleveland's brother get a job there. Within half an hour, Mr. Roche had passed the matter on to the company, noting Ms. Cleveland's key position and endorsing her brother. Then he wrote back to Ms. Cleveland: "Be well, smile, love tankers now. (Oops, did I say that...)" Ms. Cleveland ended up supporting the leasing deal, but even if she hadn't, her conduct now under review by the Justice Department represented an unethical use of her public position. Mr. Roche's actions weren't much better. Incredibly, the Air Force withheld this exchange from Mr. McCain on the grounds that the e-mails were simply joking.

Indeed, one of the most distressing aspects of this entire episode has been the military's stonewalling response to what Mr. Roche in an e-mail termed "the enemies of this lease on the Hill." At a meeting last November following the Druyun firing, according to one e-mail, Defense Secretary Donald H. Rumsfeld "asked if in light of that should we take a second look at her involvement in any tanker lease related matters in order to deflect possible criticism from the [Senate Armed Services Committee] and unfavorable publicity." You would have hoped Mr. Rumsfeld would want to take a "second look" to figure out what went wrong in his operation, not to deflect criticism or avoid bad press. Mr. McCain put it well in a Senate floor speech: "This appears to be a case of either a system failure in procurement oversight, willful blindness or rank corruption. Either way, full accountability among Air Force leadership is in order."

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Oct 11

~~FOUO~~

January 19, 2005

TO: Vice President Richard B. Cheney
FROM: Donald Rumsfeld *DR*
SUBJECT: David Letterman

David Letterman made a little fun of us yesterday! Maybe we ought to go up there together, or get him down here.

DHR:ss
011905-5

0097750

19 Jan 05

~~FOUO~~

OSD 01302-05

11-L-0559/OSD/46575

January 19, 2005

TO: Vice President Richard B. Cheney
FROM: Donald Rumsfeld *DR*
SUBJECT: Dou A. Udall

230.02

This gentleman, who apparently is the younger brother of Mo Udall, handed me this material and said he was working with you to get a job in the Administration. I will leave it in your hands.

Attach.
10/17/04 Don A. Udall Letter
10/13/04 Letter from John Thune to Don A. Udall
10/03/04 *Rapid City Journal* Piece

DHR:ss
011905-13

DON A. UDALL, M.D., INC.
DIPLOMATE OF THE AMERICAN BOARD OF
UROLOGY

ANDROLOGY, INFERTILITY, NO-SCALPEL VASECTOMY
AND VASECTOMY REVERSAL

1401 AVOCADO AVENUE, SUITE 602 TEL (949) 644-8722
NEWPORT BEACH, CALIFORNIA 92660 FAX (949) 644-8893
email (b)(6)

19 Jan 05



Kevin Woster/Journal st

Dr. Donald Udall and his wife, Li-na, have been in Rapid City for several days so that Donald can encourage voters to support Republican Senate candidate John Thune in his race against incumbent Democratic Sen. Tom Daschle. Udall, a urologist from Newport Beach, Calif., is the cousin of Stewart and Morris Udall, Arizona brothers who were nationally prominent Democratic politicians.

Udall: No attacks

From Page 01

Donald Udall said the family is able to disagree on political philosophy without ruining relationships. He said Mo and Stewart Udall followed that philosophy in their long friendship with Arizona Republican Sen. Barry Goldwater.

"Mo and Stewart were miles apart from Goldwater on politics but extremely close personally," Udall said. "That's the way America ought to be. We have gone way too far in terms of hatred over politics and even profanity on the Senate floor."

Udall also believes that Daschle, the Democratic leader in the Senate, has become a troublesome obstacle to Republican legislation. That elevated Udall's interest in the South Dakota campaign to the point of action.

There will likely be more visitors campaigning for both candidates, Thune campaign manager Dick Wadhams said.

"I think you'll see more of this," he said. "Folks are going to come to the state, and neither campaign even knows what they're going to do."

Daschle campaign spokesman Nick Pappas said the campaign is not aware of anyone like Udall working for Daschle, yet.

"As election day nears, there certainly will be a

'It's the second most important race in America. I'm surprised more people aren't out here.'

— Donald Udall,
Newport Beach, Calif.

number of mends of Sen. Daschle who will come to South Dakota to help in the campaign," Pappas said.

Udall's help for Thune is simple: He urges South Dakotans, politely and from an outsider's perspective, to support Thune. But he won't attack Daschle on the personal level.

When he talks about admiring Thune's character, he adds "not that Daschle doesn't have character." And when he worries about too much power ruining politicians, he adds: "He (Daschle) is not corrupt at all. I'm not saying that."

Udall and his wife will head back to California this week but keep their eyes on the South Dakota campaign.

"It's the second most important race in America," Udall said. "I'm surprised more people aren't out here."

Contact Kevin Woster at 394-8413 or kwoster@tribunejournal.com

Bangs McCullen Law Firm

Bangs, McCullen, Butler, Foye & Simmons, L.L.P.

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Rod Schlauger
Daniel E. Duffy
Jeffrey G. Hurd
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www.bangsmccullen.com

Reply to Rapid City Office

Writer's e-mail address: anelson@bangsmccullen.com

October 6, 2004

Dr. Don A. Udall
1401 Avocado Avenue
Suite 602
New Port Beach, CA 92660

Dear Dr. Udall:

Enclosed are 14 copies of the article about you which appeared in the Sunday, October 3, 2004, local section of the Rapid City Journal.

I am sorry that we didn't have an opportunity to meet again but I want you to know that Di and I enjoyed meeting you and Li-na. I also want you to know that I will appreciate anything that you do to encourage your friends to contribute as generously as possible to the Native American Outreach effort here in South Dakota. As you probably noticed, the Rapid City Journal indicated that the election between John Thune and Tom Daschle is now very close with the Journal's poll showing Mr. Daschle two points ahead which is well within the poll's margin of error. John Thune's own private polling shows that for the same period he was ahead one point. Everyone is now suggesting that the election may be one or lost within the 9 Native American Reservations we have here in South Dakota. For that reason, we are mounting an all out effort to increase John Thune's votes within the Native American Reservations.

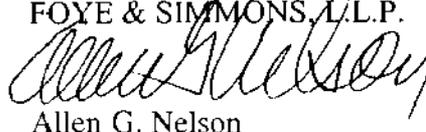
I am also enclosing the book you let me read about the Udall family. Thanks again.

We appreciate all your help and look forward to visiting with you again soon.

Best regards,

Sincerely,

BANGS, McCULLEN, BUTLER,
FOYE & SIMMONS, L.L.P.



Allen G. Nelson

agn:ke

11-L-0559/OSD/46578

From: Nicholas Udall <(b)(6)>
To: (b)(6)
Subject: Fw: Re: Thank You
Date: Nov 15, 2004 2:51 PM

----- Forwarded message -----

From: Nicholas Udall (b)(6)
To: PresidentBush@GeorgeWBush.com
Cc: (b)(6)
Date: Mon, 8 Nov 2004 13:52:00 -0700
Subject: Re: Thank You
Message-ID: <20041108.135204.-947785.2 (b)(6)>

Dear Pres. & Mrs. Bush.

It was nice of you to e-mail on the 3rd your thanks to your supporters.

I am a 91 year old former democrat who has voted for Nixon, Reagan, your dad and you; was three times Phoenix NON PARTISAN mayor who had Barry Goldwater as my vice mayor twice. I am a cousin of Sen. Gordon Smith of Oregon and Tom Udall NMex and Mark Udall Colo. Tom's mother was the younger sister of my first wife of 62 years.

Mr. James Carville wrote me an insulting letter about the time Pres. Reagan died; the resulting combination caused me to have my wife to take me to change my registration to Republican.

I hope you will bring this great nation together. Please call upon the best you can find what ever their makeup.

Respectfully

JOHN NICHOLAS UDALL, SR

(b)(6)

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11-L-0559/OSD/46579

OFFICE OF THE
SECRETARY OF DEFENSE

December 1, 2004

2005 JAN 21 AM 6:57

TO: Larry Di Rita
Paul Butler
FROM: Donald Rumsfeld *DR*
SUBJECT: Friedman on DBB

Let's think about putting Steve Friedman on the Defense Business Board.

Thanks.

DHR:dh
120104-27

.....
Please respond by 12/21/04

1/8
Tom Modley / F. NA Jonas

Please let
discuss this. Also,
what is the status of
Jordan?

DR



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

Office of the
SECRETARY OF DEFENSE

2005 JAN 21 AM 7:00

INFO MEMO

COMPTROLLER

January 19, 2005 5:00 PM

FOR: SECRETARY OF DEFENSE

FROM: Tina W. Jonas

SUBJECT: Steve Friedman and the Defense Business Board (DBB)

- I spoke with Steve Friedman today about your interest in having him serve on the DBB. Steve told me that he is currently weighing prospective opportunities that may preclude him from serving on the Board. Steve also mentioned that he had spoken to you recently about his situation.
- The DBB currently has one open position for a new member. We will hold this position open until Steve's situation is resolved.

Prepared by: Thomas Modly (b)(6) // January 19, 2005

OSD 01304-05

11-L-0559/OSD/46581

December 1, 2004

OFFICE OF THE
SECRETARY OF DEFENSE
2005 JAN 21 AM 6:57

TO: Larry Di Rita
Paul Butler
FROM: Donald Rumsfeld *DR*
SUBJECT: Friedman on DBB

Let's think about putting Steve Friedman on the Defense Business Board.

Thanks.

DHR:dh
120104-27

.....
Please respond by 12/21/04

1/A
Tom Modley F. NA Jonas

Please let
Di Rita know. Also,
what is the status of
Friedman?

Di Rita

TAB
~~FOUO~~

DEC 27 2004

923

TO: Gen Dick Myers
CC: Powell Moore
FROM: Donald Rumsfeld *DR*
SUBJECT: Brief Senator Sessions

Jeff Sessions needs a briefing on UAVs, Army UAVs in particular. He thinks we are not paying enough attention to the Army's needs for UAVs.

Thanks.

OHIC:MA
172204-13

.....
Please respond by 1/20/05

4522

27 Dec 04

~~FOUO~~

Tab

OSD 01370-05

~~FOUO~~

ES-4430
05/013691

October 12, 2005

TO: Paul McHale
CC: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: Permanent Entity at DoD to handle Disasters

→ Eric
Edelman
→ Ryan Henry

We ought to give some thought to forming a permanent entity in the Department of Defense to handle disasters – natural and manmade. We ought to have that permanent standing joint task force/joint headquarters capability. We also ought to think about whether or not the world ought to have the same capability on a permanent basis – at the U.N.

Thanks.

DHR:so
101205-06(TS)

.....
Please respond by November 8, 2005

~~FOUO~~

13-10-05 13:31 IN

11-L-0559/OSD/46584

OSD 01383-06

~~FOUO~~

January 31, 2006

TO: Gen Pete Pace
cc: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Permanent Entity for Disaster Relief

Here is an interesting memo from Paul McHale suggesting JFCOM might be the right COCOM to have a Standing Joint Task Force for disaster relief operations.

Paul's thoughts may be helpful as you work the overall assessment of the Unified Command Plan I recently requested.

Thanks.

Attach. 1/26/06 ASD(HD) memo to SD re: Permanent Entity at DoD to Handle Disasters [OSD01383-06] and 10/12/05 SD memo #101205-06

DHR.dh
013106-05

.....
Please Respond By March 02, 2006



5/3/2006 3:20:22 PM

~~FOUO~~

11-L-0559/OSD/46585

000.92

31 JAN 06

12 OCT 05



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

INFO MEMO

DepSecDef : 44
USD(P) *EE* JAN 26 2006
I# 05/013691
ES-4430

FOR SECRETARY OF DEFENSE

FROM: Paul McHale, Assistant Secretary of Defense for Homeland Defense
Lt Gen Victor Renuart, USAF, Director, Strategic Plans and Policy, J-5

JK/24
RM

SUBJECT: Permanent Entity at DoD to Handle Disasters

- This responds to your inquiry regarding a permanent entity in DoD to handle natural and man-made disasters.
- The regional combatant commanders have the duty and authority to exercise command and control of all operational forces within their respective areas of responsibility, including military personnel assigned to disaster response.
- Within CONUS, NORTHCOM operationally controls assigned military forces in execution of civil support missions (Military Support to Civil Authorities) – the disaster response to Hurricane Katrina is the most recent example. Therefore, in terms of direct command and control, the affected combatant commander “handles” the DoD portion of the disaster response. This C2 approach is consistent with the core principle of the UCP and Goldwater – Nichols.
- However, as implied by your question, there is an unmet need to identify a single point of contact within DoD as a central repository of disaster related expertise: familiarity with relevant authorities; recurring operational requirements and resources; proven CONOPS for interagency coordination; and lessons learned. I believe that JFCOM’s Standing Joint Force Headquarters – Core Element (SJFHQ-CE) – is the right point of contact for DoD disaster expertise, worldwide. This is the same Headquarters element we deployed to Baton Rouge during Hurricane Katrina and to Pakistan following the recent earthquake.
- Following the USJFCOM model, USNORTHCOM and USPACOM have established standing joint task headquarters forces to provide command and control within their areas of responsibility. In addition, USNORTHCOM’s Joint Task Force-Civil Support possesses the capabilities to respond to and manage a domestic CBRNE incident.
- The Joint Staff, the remaining combatant commands, and the Services are developing policies and procedures to designate, train, and certify Service Headquarters as capable JTF-core elements. This initiative is supported in the QDR and has my concurrence.

COORDINATION: The Joint Staff

Prepared by: Col Heady, OASD(HD)/SP&R; (b)(6)
LtCol Haviland, JS/J-5, (b)(6)

POLICY COORDINATION SHEET

Subject: Permanent Entity at DoD to Handle Disasters
I-Number: 05/013691

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
PDUSDP	Ryan Henry PD USD(P) <i>OK'd</i>	JAN 25 2006

FOUO

December 14, 2004

TO: Paul Wolfowitz
Gen Dick Myers
Gen Pete Pace
GEN Pete Schoomaker
Fran Harvey

FROM: Donald Rumsfeld 

SUBJECT: Letter from Richard Gamin

Attached is a letter I received from a very bright man, Richard Garwin. It has some interesting thoughts that you might take advantage of.

Thanks.

Attach.

12/10/04 Richard **Garwin** letter to SecDef

DHR:ss
121404-8

.....
Please respond by 1/13/05

451

14 Dec 04

FOUO

OSD 01419-05

11-L-0559/OSD/46588



Richard L. Garwin
IBM Fellow Emeritus
Thomas J. Watson Research Center
P.O. Box 218
Yorktown Heights, NY 10598-0218
(914) 945-2555
FAX: (914) 945-4419
INTERNET: RLG2 at us.ibm.com

December 10, 2004
(via FAX to (b)(6))

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

Dear Don,

I saw excerpts from your meeting with the troops in Kuwait, and just now (Thursday, 10:30 pm Washington time) I saw on C-SPAN a session with LGEN Steven Whitcomb about armored vehicles.

I thought that Whitcomb did a good job, but the reporters were very smart, and had good questions.

Whitcomb said that there was no shortage of material, no shortage of vehicles, and no shortage of people, and they were making good progress against their schedule.

But there are two problems. First, a lot of trucks don't seem to have armor at all, and a good many HUM-Vs do not have armor.

Whitcomb said that the Congress has provided \$1.2 B, and so there was no shortage of armor. But he said also, "I don't know the specifics."

LGEN Whitcomb should not have had to appear without "knowing the specifics."

The troops in the field are highly motivated to protect themselves and their colleagues. If they can do the job with steel and glass they scrounge from landfills, they can do the job a lot better with steel and glass that are provided from U.S. military stores, that they they can mount on their own vehicles. Our people are smart, and they are motivated, and when they are not in combat they have a good deal of time to do what needs to be done.

If we don't have the materiel ready, we should (and should have) consider getting such materiel produced for us by China or other places where there are people who are hungry and capable. We don't need to have them produce the best we know how to do— only

something that is pretty good. For instance, one should note that our vehicles suffer IED attacks from the right, much more than from the left. Therefore, if one has a shortage of time or materiel, the right side should be armored more heavily than the left.

I do not expect my Secretary of Defense to go out there with a drill and wrench or a welding torch, but I do expect the Army and the Marines to be beating down the doors with expedient armoring schemes.

And these should be practiced in a competition, so that we don't have totally unarmored trucks carrying people in one of these high-speed convoys.

We are where we are, but the question is what can be done in four weeks, for instance.

I am in Washington until Saturday, available by Email at RLG2 at us.ibm.com, in the remote event that anyone wishes to contact me.

very best regards.

Sincerely yours,



Richard L. Garwin

RLG:jah:4345DHR:121004.DHR

FOUO

JAN 31 2005

TO: Fran Harvey

CC: Gen Dick Myers
GEN Pete Schoomaker

FROM: Donald Rumsfeld *DR*

SUBJECT: Response to Dr. Garwin

I think you ought to go ahead and get an appropriate letter back to Dr. Garwin. I have read your memo. Why don't you handle it and tell him I asked you to do it.

Thanks.

Attach.
12/14/04 SecDef Memo to DSD, et al.
12/10/04 Letter to SecDef from Dr. Richard Garwin

DHR:ss
012805-5

.....
Please respond by 2/10/05

451
31 garwin

14 Dr. 04

FOUO

11-L-0559/OSD/46591

OSD 01419-05



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310-0700

INFO MEMO

January 19, 2005, 5:00 p.m

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army
Peter J. Schoomaker, General, Chief of Staff, Army *S*
19.01.05

SUBJECT: "Letter from Richard Garwin" (Army Measures to Protect Tactical Wheeled Vehicles (TWV)).

- The purpose of this memo is to respond to your memo dated, December 14, 2004, regarding a letter from Richard Garwin. (Tab A)
- All TWVs used in conduct of operations in the U.S. Central Command (CENTCOM) area of responsibility (AOR) [Iraq and Afghanistan] will have some level of armor protection (Level I, II, or III) by March 2005.
- The Army is working diligently to meet CENTCOM TWV protection requirements by evaluating both materiel and non-materiel solutions to provide the maximum protection possible for Soldiers conducting missions in TWVs.
- The Army is using three distinct levels of TWV armor protection. The first category, referred to as level I, refers to fully integrated armor installed during production and retrofit. The second, level II, includes officially approved add-on armor kits that can be installed on vehicles, either in the United States or in the theater of operations. Finally, the third category, level III, includes locally fabricated armor using approved steel, which provides added protection as an interim measure until a level I or II kit can be applied. Together, these various levels, along with ongoing efforts to assess and test other technological improvements will ensure that all TWVs involved in operational missions are equipped with the best protection available.
- No later than February 15, 2005, all TWVs operating in Iraq outside of forward operating bases will have some level of armor protection. The J4 led fusion cell is ensuring that all services are working together to achieve up-armorings sooner than the February 15, 2005 objective.

451

19 JAN 05

14 DEC 04

SUBJECT: "Letter from Richard Garwin" (Army Measures to Protect Tactical Wheeled Vehicles (TWV)).

- Considerable efforts as well as significant progress have been made in the endeavor since late 2003, and the pace has been accelerated in response to the rapidly changing operational requirements. The initial priority was placed on up-armorizing light tactical wheel vehicles, primarily the high mobility multi-purpose wheeled vehicle, by a combination of increased production and providing add-on armor kits for older vehicles. The requirement for armorizing these vehicles has escalated dramatically from a few hundred in March 2003 to over 8,000 by December 2004. The Army has already provided over 6,000 and expects to meet current requirements by March 2005. The priority has now shifted to providing armor protection for medium and heavy TWVs. Current Level I and II requirements will be met by June 2005.
- Up-armorizing is not the only solution to protect Soldiers from the improvised explosive device (IED) threat. The Army is aggressively integrating a host of capabilities and measures in an effort to better protect Soldiers and TWVs. Units in theater have successfully employed IED countermeasures to reduce their vulnerability to IEDs. Units in theater are adapting and evolving their tactics, techniques and procedures to counter enemy IED tactics. All Army units conduct live, virtual and constructive predeployment training at home station and at our training centers using the most current lessons learned provided by units currently operating in theater. When possible, almost all of the Army's predeployment training encompasses a training period for units of no less than six months in length and immerses the Soldier in a realistic theater-like combat environment. Our commanders and Soldiers in theater not only rely on armor protection, but also realize that force protection requires the integration of a host of different capabilities. Thus, up-armorizing is not the only solution to protect Soldiers.

COORDINATION: NONE

Attachment: ~~None~~ As stated

Prepared By: LTC Ed Agee, (b)(6)

FOUO

December 14, 2004

TO: Paul Wolfowitz
Gen **Dick** Myers
Gen Pete Pace
GEN Pete Schoomaker
Fran Harvey

FROM: Donald Rumsfeld 

SUBJECT: Letter from Richard Garwin

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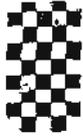
Attach.
12/10/04 Richard Garwin letter to SecDef

DHR:ss
121404-8

.....
Please respond by 1/13/05

FOUO

11-L-0559/OSD/46594



Richard L. Garwin
IBM Fellow Emeritus
Thomas J. Watson Research Center
P.O. Box 218
Yorktown Heights, NY 10598-0218
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FAX: (914) 945-4419
INTERNET: RLG2 at us.ibm.com

December 10, 2004
(Via FAX to (b)(6))

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Secretary of Defense
US . Department of Defense
1000 Defense: Pentagon
Washington, DC 20301-1000

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something that is pretty good. For instance, one should note that our vehicles suffer IED attacks from the right, much more than from the left. Therefore, if one has a shortage of time or materiel, the right side should be armored more heavily than the left.

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I am in Washington until Saturday, available by Email at RLG2 at us.ibm.com, in the remote event that anyone wishes to contact me.

very best regards.

Sincerely yours,



Richard L. Garwin

RLG:jah:4345DHR:121004.DHR



SECRETARY OF THE ARMY
WASHINGTON

10 FEB 2005

Mr. Richard L. Garwin
IBM Fellow Emeritus
Thomas J. Watson Research Center
P.O. Box 218
Yorktown Heights, New York 10598-0218

Dear Mr. Garwin:

Secretary Rumsfeld asked that I write to you regarding the Army's ongoing efforts to improve the armored protection for our wheeled vehicles. This is a critically important subject to both the Army and other United States military forces, especially for those forces operating today in Iraq and Afghanistan.

The Army is working diligently to meet United States Central Command (CENTCOM) Tactical Wheeled Vehicles (TWV) protection needs by evaluating both materiel and non-materiel solutions to provide the maximum protection possible for Soldiers conducting missions in TWVs. The Army recently established an Armoring Task Force to accelerate fielding of armor solutions to the force.

Since the fall of 2003, when the insurgency in Iraq began to intensify, there were approximately 250 armored TWVs in theater. With the support of Congress, acting in full partnership with industry, the Army has dramatically increased the pace of both production and fielding. By the end of this month, at least 32,000 TWVs in the Iraq and Afghanistan theaters will be protected. Most important, after February 15, 2005, no vehicle carrying an American Soldier will leave a protected base without armor. This overall effort has increased the number of armored vehicles in theater by a factor of over one-hundred since August 2003.

The Army is using three distinct levels of TWV armor protection. The first category, level I, is fully integrated armor installed during production and retrofit. The second, level II, includes officially approved add-on armor kits that can be installed on vehicles, either in the United States or in the theater of operations. Finally, the third category, level III, includes locally fabricated armor using Department of the Army approved steel, which provides added protection as an interim measure until a level I or II kit can be applied. Together, these various categories, along with ongoing efforts to assess and test other technological improvements, will ensure that all TWVs involved in operational missions are equipped with the best protection available.

11-L-0559/OSD/46597

451
10 Feb 05
14 Dec 04
R 01419-05

It is also important to note that up-armorizing is not the only solution to protect Soldiers from the improvised explosive device (IED) threat. Our commanders and Soldiers in theater not only rely on armor protection, but also realize that force protection requires the integration of a host of different capabilities, such as employment of IED countermeasures to reduce unit vulnerability to IEDs. Units in theater are adapting and evolving their tactics, techniques and procedures to counter enemy IED tactics. Furthermore, all Army units are conducting live, virtual and constructive predeployment training at home station and at our training centers using the most current lessons learned provided by units currently operating in theater.

The nature and extent of the challenge has changed rapidly over the past months, and the Army has made every effort to adjust rapidly to the escalating requirement we face in providing the best protection possible to our Soldiers. With excellent support from the Department of Defense, Congress and Industry, we have made considerable progress and have additional initiatives underway to meet those requirements.

Thank you for your professional and personal interest in this vitally important area, and we appreciate your continuing support for our military forces and our Soldiers.

Sincerely,

Francis J. Harvey



THE SECRETARY OF DEFENSE
WASHINGTON

JAN 24 2005

Mr. and Mrs. Robert C. Jones

(b)(6)
[Redacted address box]

Dear Mr. and Mrs. Jones,

Thank you so much for your Christmas card. I deeply appreciate your good wishes and kind words of support.

I also thank you for your service to our country, and wish you all the best in the New Year.

Sincerely,

3355 ✓

24 Dec 05

28 Dec 05

OSD 01463-05

Mr. and Mrs. Robert C. Jones

(b)(6)

FL
Dear Mr. and Mrs. Jones,

Thank you so much for your Christmas card. I deeply appreciate your good wishes and kind words of support.

I also thank you for your service to our country, and wish you all the best in the New Year.

Sincerely,



Paul Butler
1/21

re: snowflake request

hang
CSC 12/29

FOUO

DEC 28 2004

TO: CAPT Bill Marriott
 CC: (b)(6)
 FROM: Donald Rumsfeld *DR*
 SUBJECT: Note to Mr. & Mrs. RC Jones

Please draft a nice note back to these folks who sent this Christmas card. It is quite interesting.

Thanks.

Attach.
 Christmas Card from Mr. and Mrs. Robert C. Jones

DHR:sp
 122704-13

.....
 Please respond by 1/3/04

CSC-
 Please draft note
 as requested.
 Thanks,
E

33551D

28 Dec 04

FOUO

OSD 01463-05

11-L-0559/OSD/46601



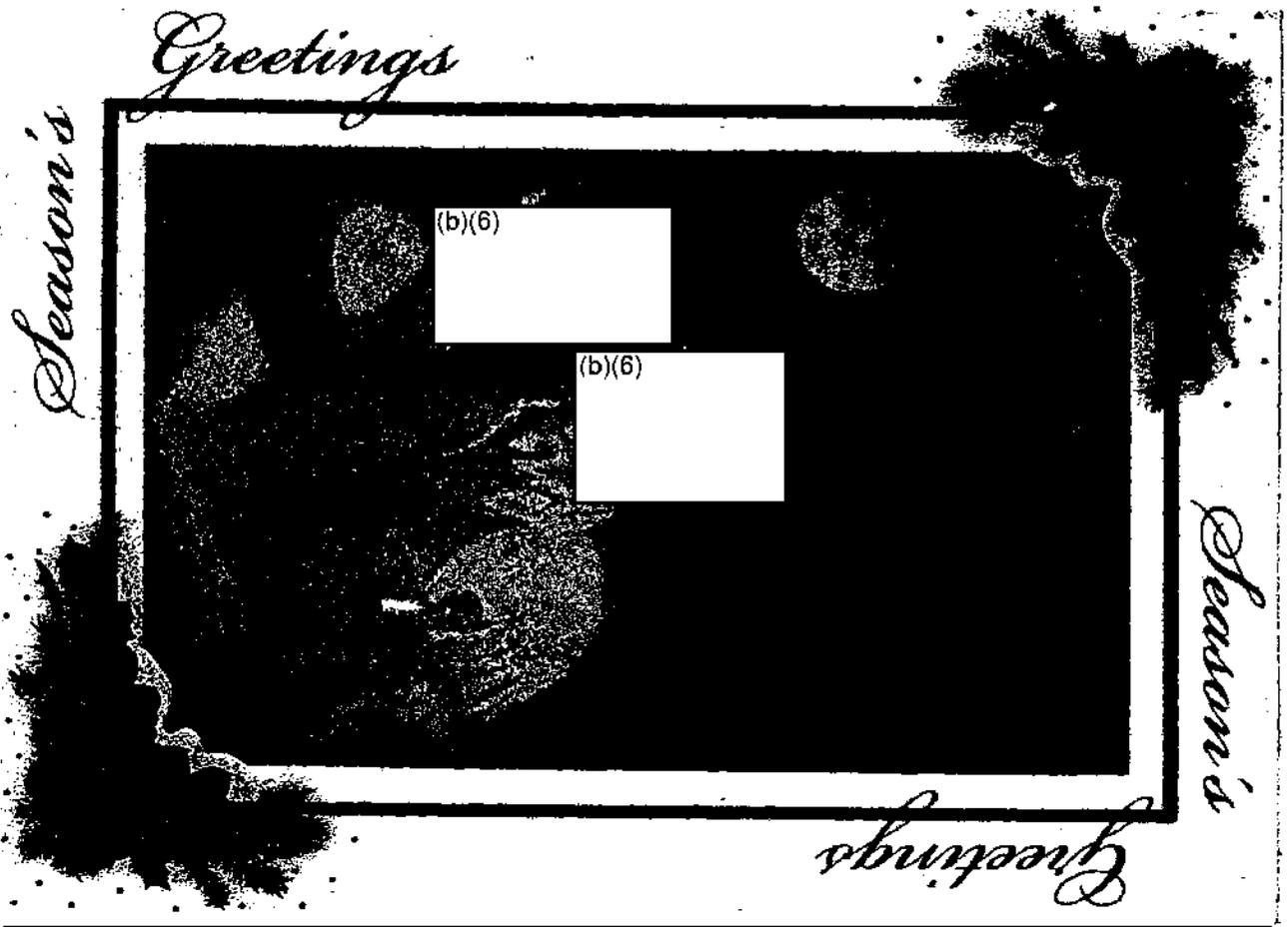
Best Wishes For



The Holidays

Merry Christmas & Prosperous New Year
for you Sir and your family!
We former U.S. Marines don't believe
the media liars!
Respectfully R.C. + A.V.

Jaws
[Redacted] (b)(6)
[Redacted] (b)(6)
Please forward our
phone number
to our friends
V.P. +



God Bless
You Honorable
Secretary of Defense
Donald H. Rumsfeld
Our Wife (Nickname) do pray for and
Myself R.C. (nickname) and stand with you
myself in support of your every decision!
I am a former President of your troops
and will bear from me
equip and protect America and our troops
and the middle east + around the world!
I will bear from me
regular support. Cele
of support. Cele
Thank Honor
You!
Sincerely,
Sincerely,



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

18 January 2005, 2:10 PM

INFO MEMO

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: Michael W. Wynne, Acting Under Secretary of Defense (Acquisition,
Technology and Logistics)

SUBJECT: DoD Directives Review Update

- I informed you last October (Tab A) that I expected to complete all but one of the 111 directives belonging to my office, barring any coordination delay from other components. Unexpected delays have occurred and six of them remain incomplete. The following bullets explain each delay and project their completion dates.
- **DoDD 5210.63, "Security of Nuclear Reactors and Special Nuclear Materials."** The ATSD(NCB) still has it out for coordination. This is a non-controversial directive and we do not expect any prolonged coordination efforts. This directive is projected to be completed on 1 April 2005.
- **DoDD 3201.1, "Management of DoD Research and Development Laboratories" and DoDD 5134.5, "Defense Technology Board."** Additional time is needed to complete coordination and accommodate any comments received. The formal coordination process is projected to be completed on 16 February 2005.
- **DoDD 1315.6, "Responsibilities for Military Troop Construction Support of the Department of the Air Force Overseas and DoDD 4270.36, "DoD Emergency, Contingency, and other Unprogrammed Construction Projects."** I will recommend cancellation of these revisions when the DepSecDef approves DoDD 4270.5, "Military Construction Responsibilities," which replaces both. It was submitted for signature on 15 December 2004.
- **DoDD 4100.15, "Commercial Activities Program."** I previously reported that this directive would not be completed by 31 December 2004. Both the Senate and House versions of the FY 05 Transportation/Treasury Appropriations bill prohibit the implementation of a revised OMB Circular A-76, which this directive implements for the Department. Updating it is on hold until this prohibition is resolved.

Prepared by: Vanessa E. Williams, Directorate for Administration, OUSD(AT&L),

(b)(6)



11-L-0559/OSD/46605

OSD 01478-05

TAB

A



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

UNCLASSIFIED

RESPONSE TO SNOWFLAKE FOR THE
SECRETARY OF DEFENSE

As of October 7, 2004, 11:45

_____ DEPSEC

FROM: Michael W. Wynne, Acting Under Secretary of Defense (AT&L)

- In the attached snowflake, you asked me to let you know if we were not going to complete our review of our DoD Directives (DoDD).
- Barring any coordination delay from other components, I expect to complete the review of all but one of the 111 directives originally belonging to my office.
- DoDD 4100.15, "Commercial Activities Program" will not be completed because both the Senate and House versions of the FY05 Transportation/Treasury Appropriations bill prohibit the implementation of a revised OMB Circular A-76, which this directive implements for the Department. Updating it is on hold until this prohibition is resolved.

Attachment:

As stated

Prepared by: Julie K. Bigler/Director for Administration (b)(6)

UNCLASSIFIED



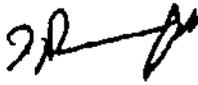
11-L-0559/OSD/46607

~~FOUO~~

USA

September 16, 2004

To: Distribution

FROM: Donald Rumsfeld 

SUBJECT: DoD Directives

Attached is a summary of progress — or lack thereof — being made on the updating of DoD Directives. The information is self-explanatory.

I would like to see everyone up to 100% by the end of this year. If someone thinks that is not possible, please let me know.

Thanks.

ATTN:
 Also please identify whether the DoD Directive is being updated
 DHR:m
 091604-5

.....
Please respond by 9/30/04

~~FOUO~~

OSD 14072-04

ORIGINAL



ADMINISTRATION AND
MANAGEMENT

OFFICE OF THE SECRETARY OF DEFENSE
1880 DEFENSE PENTAGON
WASHINGTON, DC 20301-1950

203 077 1 - 71 7: 11

INFO MEMO

MEMORANDUM FOR SECRETARY OF DEFENSE

Paul Butler
Pub

FROM: Raymond E. Duffois, Director, Administration and Management

SUBJECT: DoD Directives Review Status Report *Kay Duffois 9/9/04*

In response to your attached September 7 snowflake requesting the status of the DoD Directives review, the chart at Tab A shows our status as of September 3.

- At the outset of the Directives review effort, 654 directives were reviewed for currency, and a total of 396 were identified for revision or cancellation (327 for revision and 69 for cancellation).
- To date, 193 have been submitted for formal coordination, and 70 (revisions and cancellations) have been signed by the DepSec.
- Many of the remaining 133 Directives are under internal review within their own components.
- As the attached status chart indicates, two components (Policy and Intelligence) are lagging behind the others in completing their submissions for formal coordination. My staff is working with these components to help expedite the work they have in progress.
- On July 12, I forwarded you the report at Tab B reflecting our progress. During a meeting on September 7, you noted this report and a question about its accuracy was raised. We reviewed the data and determined that the July 12 report was indeed accurate.

COORDINATION: NONE

Attachments:
As stated

TSA SD	9/10
BPMA SD	
MA SD	R 9/13
EXEC SEC	M 9/10

Prepared by: Harold Neeley, ESCD, (b)(6)

000 13121 08



**REVIEW OF DIRECTIVES
PROGRESS REPORT
FOR WEEK ENDING
9/03/04**

<u>COMPONENT</u>	<u>TOTAL NUMBER</u>	<u>CERTIFIED CURRENT</u>	<u>TO BE REVISED OR CANCELED</u>	<u>SUBMITTED FOR COORDINATION*</u>	<u>% OF TOTAL SUBMITTED</u>	<u>DEPSECDEF SIGNED</u>
USD(AT&L)	111	37	74	54	(73%)	21
USD(P)	66	11	55	7	(13%)	0
USD(C)	15	8	7	6	(86%)	0
USD(P&R)	192	98	94	58	(62%)	23
USD(I)	55	8	47	10	(22%)	2
ASD(LA)	3	0	3	0	(0%)	0
ASD(NII)	40	17	23	16	(70%)	7
ASD(PA)	14	11	3	3	(100%)	1
GC, DoD	36	19	17	9	(56%)	5
DOT&E	3	2	1	1	(100%)	0
IG, DoD	14	7	7	6	(86%)	3
DA&M	87	31	56	15	(27%)**	3
DPA&E	2	1	1	1	(100%)	0
DNA	1	0	1	0	(0%)	0
WHS	15	8	7	7	(100%)	5
TOTALS:	654	258	3%	193	(49%)	70

* Of the 193 submitted for coordination, 49 have been recommended for cancellation.

** Of the 56 DA&M Directives identified for revision or cancellation, 49 are charter Directives. While DA&M is the agent for updating, coordinating, and maintaining these Directives, processing updates is a participatory endeavor and cannot be completed without full and timely input from the concerned PSAs and Component Heads.

**REVIEW OF DIRECTIVES
PROGRESS REPORT
FOR WEEK ENDING
7/9/04**

COMPONENT	TOTAL NUMBER	CERTIFIED CURRENT	TO BE REVISED OR CANCELED	SUBMITTED FOR COORDINATION*	% OF TOTAL SUBMITTED	SIGNED
USD(AT&L)	108	37	71	50	(70%)	13
USD(P)	66	11	55	6	(11%)	
USD(C)	15	9	6	5	(83%)	0
USD(P&R)	192	103	89	49	55%)	18
USD(I)	58	8	50	11	(22%)	2
ASD(LA)	3	0	3	0	(0%)	0
ASD(NII)	40	17	23	16	(70%)	6
ASD(PA)	14	11	3	3	(21%)	0
GC, DoD	36	19	17	9	(56%)	4
DOT&E	3	2	1	1	(100%)	0
IG, DoD	14	7	7	6	(86%)	3
DA&M	87	31	56	14	(25%)**	3
DPA&E	2	1	1	1	(100%)	0
DNA	1	0	1	0	(0%)	0
WHS	15	8	7	7	00%)	1
TOTALS:	654	264	390	178	(46%)	54

* Of the 178 submitted for coordination, 49 have been recommended for cancellation.

** Of the 56 DA&M Directives identified for revision or cancellation, 49 are charter Directives. While DA&M is the agent for updating, coordinating, and maintaining these Directives, processing updates is a participatory endeavor and cannot be completed without full and timely input from the concerned PSAs and Component Heads.



ADMINISTRATION AND MANAGEMENT

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

OFFICE OF THE
SECRETARY OF DEFENSE

2004 NOV 15 PM 12:20

INFO MEMO

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: Raymond F. DuBois, Director, Administration and Management

SUBJECT: DoD Directives Review Update

Ray DuBois 11/12/04

- In response to your snowflake dated 26 Oct 04, the following information provides an update on progress revising or canceling DoD Directives.
- On 16 Sep 04, you issued the following snowflake to the OSD Components: "I would like to see everyone up to 100% by the end of the year. If someone thinks that is not possible, please let me know." Two responses were sent to you and one is in route:
 - USD(AT&L): "...I expect to complete the review of all but one of the 111 directives originally belonging to my office. DoDD 4100.15, "Commercial Activities Program" will not be completed because both the Senate and House versions of the FY05 Transportation/Treasury Appropriations bill prohibit the implementation of a revised OMB Circular A-76, which this directive implements for the Department. Updating it is on hold until this prohibition is resolved."
 - USD(P): "To accelerate our revision effort while sustaining policy-setting support to you, we committed with DA&M to produce one directive per month for each of my 5 components. The process began in August and we propose to complete it in June 2005."
 - USD(I): Mmemo to the SecDef being prepared that will indicate: USD ~~(b)~~ will have 32 of 56 directives in the final stages of revision by 31 Dec 04. The remaining 24 directives that will not be completed have encountered delays due to required changes in legislation, are linked to ongoing intelligence transformation initiatives, or are pending transfer to a more appropriate OSD Component or agency.
- Attached is the current Review of Directives Progress Report ending 5 Nov 04, with the data split out separately for directive revisions and cancellations, per your request.
- Progress has been slow but steady - up 10% since late July, and the volume of revisions/cancellations is increasing. Will continue to keep you advised of our progress.

cc: All Components Listed

Attachment:

As stated

Prepared By: Bob Storer (b)(6)

QSD 18207-04

**REVIEW OF DIRECTIVES
PROGRESS REPORT
FOR WEEK ENDING
11/05/04**

COMPONENT	REVISIONS		% SUBMITTED FOR COORDINATION	Signed By DepSecDef
	Reported	Submitted for Coordination		
USD (AT&L)	48	36	75	16
USD (P)	44	12	27	1
USD (P&R)	85	53	62	23
USD(C)	6	6	100	0
USD (I)	42	8	19	0
ASD (NII)	10	8	80	3
ASD (PA)	3	3	100	1
ASD (LA)	3	1	33	0
DPA&E	1	1	100	0
DOT&E	1	1	100	0
DNA	1	1	100	0
IG, DoD	7	6	86	3
GC, DoD	16	11	69	7
DA&M	46*	9	20	4
WHS	<u>7</u>	<u>7</u>	100	<u>5</u>
TOTALS:	320	163	51%	63

COMPONENT	CANCELLATIONS		% SUBMITTED FOR COORDINATION	Signed By DepSecDef
	Reported	Submitted for Coordination		
USD (AT&L)	24	22	92	10
USD (P)	9	7	78	0
USD (P&R)	11	6	55	4
USD(C)	1	1	100	0
USD (I)	6	4	67	2
ASD (NII)	13	11	85	9
ASD (PA)	0	0	NA	0
ASD (LA)	0	0	NA	0
DPA&E	0	0	NA	0
DOT&E	0	0	NA	0
DNA	0	0	NA	0
IG, DoD	0	0	NA	0
GC, DoD	1	1	100	1
DA&M	10*	6	60	1
WHS	<u>0</u>	<u>0</u>	NA	<u>0</u>
TOTALS:	75	58	77%	27

*Of the 56 DA&M directives identified for revision/cancellation, 49 are charter directives requiring significant input from OSD Components.

Total revisions/cancellations submitted: 56%

11-L-0559/OSD/46613

FOUO

JAN 24 2005

015 11:03 1/24/05

TO: Ray DuBois
FROM: Donald Rumsfeld 
SUBJECT: BRAC Schedule

I need a schedule on BRAC. Someone told me May 15 is a big date. Is that correct?

Thanks.

DHR:ss
012105-22

.....
Please respond by 1/27/05

FOUO

OSD 01481-05

INFO MEMO

11-24-05 11:27:21

FOR: SECRETARY OF DEFENSE
CC: DEPUTY SECRETARY OF DEFENSE

FROM: Mr. Raymond F. DuBois, Director Administration and Management
Ray DuBois 1/24/05
SUBJECT: BRAC Timeline

In the attached snowflake, dated January 24,2005, you asked for a schedule on Base Realignment and Closure (BRAC) and if May 15 is an important date.

- The BRAC Statute requires you to provide your BRAC recommendations to the Commission (and the Congress) no later than Monday May 16,2005.
- Attached is a chart that depicts the BRAC process timeline.

Attachments:
Snowflake, January 24,2005, Subject: BRAC Schedule
BRAC Timeline Chart

FOUO

JAN 24 2005

TO: Ray DuBois
FROM: Donald Rumsfeld 
SUBJECT: BRAC Schedule

I need a schedule on BRAC. Someone told me May 15 is a big date. Is that correct?

Thanks.

DHR:ss
012105-22

.....
Please respond by 1/27/05

FOUO

OSD 01481-05

11-L-0559/OSD/46616



Process Timeline

SecDef initiates BRAC 05 Process (establish organization, process, and initial policy (Nov 02))

Selection Criteria Published (Feb 04)

SecDef BRAC Report and Certifications (Delivered March 23,2004)

Commissioner Nominations (15 Mar 05)

Threat Assessment/Revised Force Structure Plan (15 Mar 05)

SecDef Approves and Forwards Recommendations for
Realignments and Closures to Commission (May 16,2005)

Commission Process (May 05 - Sep 05)

Presidential Review and Approval (Sep 05)

Congressional Action (Sep 05 + 45 Legislative Days)

NOV 02

~DEC 05

11-L-0559/OSD/46617

~~FOUO~~

January 21, 2005

TO: Ray DuBois
CC: Mike Wynne
FROM: Donald Rumsfeld *DR*
SUBJECT: BRAC Recommendation

Please get back to me quickly on who we are thinking of recommending for BRAC. I want to be involved with the decision. I think Don Haider ought to be carefully considered.

Thanks

DHR:ss
012105-8

.....
Please respond by _____

2/3/05

~~FOUO~~

11-L-0559/OSD/46618

OSD 01483-05

INFO MEMO

FOR: SECRETARY OF DEFENSE
CC: DEPUTY SECRETARY OF DEFENSE

FROM: Mr. Raymond F. DuBois, Director, Administration and Management
Ray DuBois 1/27/05
SUBJECT: BRAC Commissioners Recommendations

This is an update to my response I sent you January 24, 2005.

- Senate Majority Leader Bill Frist, R-Tenn. has recommended retired four-star U.S. Army General John G. Coburn and retired U.S. Navy Admiral Harold W. Gehman, Jr.
- Senate Minority Leader Harry Reid, D-Nev. has not named his recommendations.
Recommend you ask Senator Reid about his BRAC Commissioner recommendations during your meeting with him tomorrow.

3233

27 Jan 05

15 Jan 05

INFO MEMO

FOR: SECRETARY OF DEFENSE
CC: DEPUTY SECRETARY OF DEFENSE

FROM: Mr. Raymond F. DuBois, Director, Administration and Management

SUBJECT: BRAC Commissioners Recommendations

In the attached snowflake, dated January 21, 2005, you asked for me to get back to you on the status of the BRAC Commissioner recommendations.

- Jim O'Beirne forwarded the attached list of recommendations to Monica Kladakis, White House Presidential Personal Office (PPO), on December 9, 2004 after discussion with you while you were on travel and the Deputy Secretary's review and approval.
- On December 18, 2004 we asked the PPO to remove former California Governor Pete Wilson from the list after he wrote a detailed letter asking you to remove Los Angeles AFB from the list should it be recommended for closure.
- I forwarded Don Haider's name and biography to PPO on January 21, 2005 as you requested.
- I have asked PPO several times, most recently today, for the status of our recommendations.
- Congress has sent the following recommendations to the president:
 - o House Speaker J. Dennis Hastert, R-Ill., has named former Rep. Jim Hansen, R-Utah (1981-2003), and Samuel K. Skinner, an Illinois native who served as President George H.W. Bush's chief of staff and as Transportation secretary.
 - o House Minority Leader Nancy Pelosi, D-Calif., has submitted former Rep. Vic Fazio, D-Calif. (1979-99), and Wade Sanders, a San Diego attorney and former deputy assistant secretary of the Navy.
 - o Senate Majority Leader Bill Frist, R-Tenn. and Senate Minority Leader Harry Reid, D-Nev. have not named their recommendations.
- I recommended against the Fazio nomination to PPO on January 20, 2005 based an article in that day's Washington Post Federal Page, where Fazio was quoted as saying "I'm going to be very attentive to California."

Attachments:

Snowflake, January 21, 2005, Subject: BRAC Recommendations

Email to PPO, December 9, 2004, Subject: BRAC Recommendations

~~FOUO~~

January 21, 2005

TO: Ray DuBois
CC: Mike Wynne
FROM: Donald Rumsfeld *DR*
SUBJECT: BRAC Recommendation

Please get back to me quickly on who we are thinking of recommending for BRAC. I want to be involved with the decision. I think Don Haider ought to be carefully considered.

Thanks

DHR:ss
012105-8

.....
Please respond by 2/3/05

~~FOUO~~

11-L-0559/OSD/46621

OSD 01483-05

11-L-0559/OSD/46622

DuBois, Ray, Mr, OSD-ODA&M

From: O'Beirne, Jim, CIV, OSD
Sent: Thursday, December 09, 2004 6:52 PM
To: 'Kladakis, Monica V.'
CC: Michael Ralsky (Michael_P._Ralsky@who.eop.gov); Liz Lonick (Elizabeth_A._Lonick@who.eop.gov); Godwin, Ashley (Ashley_D._Godwin@who.eop.gov)
Subject: BRAC Recommendations

Monica:

Attached please find the Secretary's recommendations for the BRAC 2005 Commission. These individuals have **not** been approached, but in the opinion of the SD and DSD, all these recommendations are top drawer. We would strongly urge that two commissioners, to include the chairman, be respected former senior Members of Congress. The chairman would serve full-time for approximately five months. We also strongly recommend that two commissioners be retired four star officers, preferably with one of the two from the Army. We can provide additional recommendations, if these general/flag officers aren't selected or cannot serve.

With respect to former Senator Bob Dole, we would strongly recommend against his appointment as in our view he would have the appearance of a conflict. There are too many important military installations in both North Carolina and Kansas.

We think the makeup of the Commission should reflect various important constituencies: military, Congress, states, cities, labor and business. When you receive the Congressional recommendations, then you can balance accordingly.

Jim O'Beirne
White House Liaison
Department of Defense - Pentagon
Phone: (b)(6)
FAX: (b)(6)



Potential List of
Candidates f...



Memo - BRAC
ommissioners.doc ..

11-L-0559/OSD/46622

Prioritized List of Candidates for the Base Realignment and Closure Commission

Chairman

1. Jennifer Dunn

- Retiring Washington Congresswoman (1993-2005)
- Vice Chair of the House Republican Conference
- Member of the Select Committee on Homeland Security; Ways and Means Committee; Joint Economic Committee
- Native of Bellevue, Washington

2. Alan Simpson

- Senator from Wyoming (1979-1997)
- Senate Republican Whip
- Visiting Lecturer, University of Wyoming
- Partner, law firm of Burg Simpson Eldredge and Hersh
- Consultant, The Tongour-Simpson Group
- U.S. Army, Infantry (1954-56)

3. Bob Michel

- Illinois Congressman (1956-95)
- House Minority Leader (1981-1994)
- House Minority Whip (1975-1981)
- Served in the U.S. Army, World War II

Retired General and Flag Officers

1. John Tilelli

- Retired US Army General (2000)
- CinC, UN Command, Korea (1996-99)
- Vice Chief of Staff, Army (1994-1995)
- Current President and chief operating officer of Cypress International

2. Joe Lopez

- Retired US Navy Admiral (1998)
- CinC, U.S. Naval Forces Europe, CinC, Allied Forces, Southern Europe (1996-98)
- CinC, U.S. and Allied Bosnia Peacekeeping forces (1996)
- Senior Vice President of Government Operations at Halliburton (1999-2004)
- Current President, Information Manufacturing Corporation

3. Lester L. Lyles

- Member, Presidential Commission on Implementation of the United States Space Exploration Policy, a.k.a. "The Aldridge Commission" (January-June 2004)
- Retired US Air Force General (2003)
- Commander, Air Force Materiel Command (2000-2003)
- Vice Chief of Staff, USAF (1999-2000)
- Director of the Ballistic Missile Defense Organization (1996-99)

4. Carl Mundy

- Retired US Marine Corps General (1995)
- Commandant of the U.S. Marine Corps (1991-95)
- President and Chief Executive Officer of the World USO (1996-2000)
- Member of the Advisory Committee to the Comptroller General (2001-Present)
- Member of the Board of Directors, General Dynamics
- Member, Council on Foreign Relations

Former Members of Congress**1. Jennifer Dunn**

- Retiring Washington Congresswoman (1993-2005)
- Vice Chair of the House Republican Conference
- Member of the Select Committee on Homeland Security; Ways and Means Committee; Joint Economic Committee
- Native of Bellevue, Washington

2. Alan Simpson

- Former Senator from Wyoming (1979-1997)
- Senate Republican Whip
- Visiting Lecturer, University of Wyoming
- Partner, law firm of Burg Simpson Eldredge and Hersh
- Consultant, The Tongour-Simpson Group
- U.S. Army, Infantry (1954-56)

3. Bob Michel

- Former Illinois Congressman (1956-95)
- House Minority Leader (1981-1994)
- House Minority Whip (1975-1981)
- Served in the U.S. Army, World War II

4. Don Nickles

- Retiring U.S. Senator (1981-2005)
- Budget Committee Chairman
- Chairman of the Republican Senatorial Committee (1988-94)
- Assistant Republican Leader (1996-2000)
- Also served on the Senate Finance Committee, Energy and Natural Resources Committee, and Rules and Administration Committee

Former 'Governors, Mayors

1. Pete Wilson

- Governor of California (1991-99)
- United States Senator (1983-91)
- Member of the Senate Armed Services Committee
- Mayor of San Diego (1971-83)
- California State Assemblyman (1967-71)
- Distinguished Visiting Fellow, Hoover Institution
- Former USMC infantry officer

2. Steve Goldsmith

- Mayor of Indianapolis (1992-2000)
- Chairman of the Board, Corporation for National and Community Service (2001-present)
- Current Professor and Faculty Chair for the Institute for Government Innovation at Harvard's Kennedy School of Government
- Current Chairman of the Center for Civic Innovation at the Manhattan Institute
- Senior Advisor to the President for Faith-based and Community Initiatives (2001-2002)
- Candidate for Indiana Governor (1996)
- Former USAR Officer

3. Bob Martinez

- Governor of Florida (1987-91)
- Director of the White House Office of National Drug Control Policy (1991-93)
- Mayor of Tampa (1979-86)
- President, Florida League of Cities (1985-86)
- Vice Chair of the Southwest Florida Water Management District (1975-79)
- Director and Past Chairman, Greater Tampa Chamber of Commerce
- Current Managing Director of Carlton Fields Government Consulting

Others

1. Don Evans

- Out-going Secretary of the U.S. Department of Commerce
- CEO, Tom Brown, Inc (1985-2000)

2. Norm Augustine

- Chairman and CEO, Lockheed Martin Corporation (1995-97)
- Under Secretary of the Army (1975-77)
- Member, Hart-Rudman Commission on National Security
- Assistant Director of Defense Research and Engineering, Office of the Secretary of Defense (1965-69)
- Chairman, Defense Policy Advisory Committee on Trade
- Chairman, Defense Science Board
- Board affiliations include: Lockheed Martin, Phillips Petroleum, Black & Decker, and Procter & Gamble

- Trusteeships include: Johns Hopkins University, Princeton University, Massachusetts Institute of Technology, and Colonial Williamsburg Foundation

3. Denis Bovin

- Current Vice Chairman -- Investment Banking and Senior Managing Director, Bear Stearns & Company
- Current Member, Defense Business Board
- Current Director, Center for Strategic and Budgetary Analysis
- Vice Chairman, Business Executives for National Security
- Former Member, Defense Science Board (1998-2004)

4. Frederick Cooper

- Chairman of the Host Committee for the G8 Summit (2004)
- Former President, Flowers Industries (1973-89)
- Former Army JAG officer
- Current President, Cooper Capital, LLC, a private investment firm
- Recommended by Bo Calloway

5. Gordon Bethune

- Chairman and CEO, Continental Airlines (1994-2004)
- Former Aircraft Maintenance Officer, USN

6. Peter McPherson

- Out-going president, Michigan State University (1993-present)
- ORHA and CPA Economic Official (2003)
- Deputy Secretary of the Treasury (1987-1989)
- USAID Administrator (1981-87)
- Special Assistant to President Ford and Deputy Director, Presidential Personnel Office (1975-77)
- Member of the Board of Directors of Dow Jones and Company

7. Jim Woolsey

- Former Director of Central Intelligence (1993-95)
- Under Secretary of the Navy (1977-79)
- Ambassador to the Negotiation on Conventional Armed Forces in Europe (CFE), Vienna, (1989-91)
- Delegate at Large to the U.S.-Soviet Strategic Arms Reduction Talks (START) and Nuclear and Space Arms Talks (NST), Geneva, (1983-86)
- Former US Army Officer
- Current Vice President, Booz Allen Hamilton

8. Al Hoffman

- Chief Executive Officer of WCI Communities, Florida

January 24, 2005

TO: Paul McHale
ADM Tim Keating

CC: Paul Wolfowitz
Gen Dick Myers
Gen Pete Pace

FROM: Donald Rumsfeld



SUBJECT: Inauguration Security

384

Nice job on all the hard work supporting the Inauguration. From everything I could see, the Department's support was excellent. Please express my appreciation to your teams.

Thanks for all you are doing - on to the Super Bowl!

DHR:dh
012405-10

.....
Please respond by _____

342005

October 17, 2005

300.8

TO: Robert Rangel
FROM: Donald Rumsfeld *DR*
SUBJECT: DoD Directives

I cannot figure out what the attached memo is referring to. I don't even know what a directive is.

It notes the number that have been "reissued and converted to an instruction" and directives that are canceled.

Please get someone to explain this to me.

Thanks.

Attach.

10/10/05 Director, A&M memo to SecDef re: Status of DoD Directives [OSD 20159-05]

DFIR:dh
101705-17(TS).doc

.....
Please respond by November 17, 2005

10/25

TD - File

- Action closed verbally in today's stand-up w/ Sec Def.

RR

Robert Rangel

10/25

OSD 014.91-06

11-L-0559/OSD/46628

17 Oct-05

FOUO

OCT 05 2005

TO: Mike Donley
FROM: Donald Rumsfeld *DR*
SUBJECT: Status of DoD Directives

Please get an update for me on the status of DoD Directives.

Thanks.

Attach.
4/5/05 Dir A&M memo to SecDef re: DoD Directives Review Update

DHR:gh
100025-11

.....
Please Respond By October 27, 2005

DR 10/17

10/12

Sen,

Response attached

OSD 20159-05

FOUO

11-L-0559/OSD/46629

OFFICE OF THE SECRETARY OF DEFENSE
 1950 DEFENSE PENTAGON
 WASHINGTON, DC 20301-1030

OFFICE OF THE
 SECRETARY OF DEFENSE

10/17

2005 OCT 11 PM 5:05
 10 OCT 2005

INFO MEMO



ADMINISTRATION AND
 MANAGEMENT

Robert Rangel
 FOR: SECRETARY OF DEFENSE

FROM Michael B. Donley, Director, Administration and Management

SUBJECT: Status of DoD Directives

- In response to the attached snowflake, the most current monthly DoD Directives Review Update is provided at Tab A. Data reflected tracks the progress to either revise, reissue as an Instruction, cancel, or consolidate 184 Directives currently in coordination. This is our immediate, near-term objective.
- since you approved the Phase II direction of effort under DepSecDef lead (— Tab B), these monthly updates have been provided to your office and to the OSD Components. This practice will continue.

COORDINATION: None

cc:

Deputy Secretary of Defense

Prepared by: Mr. Edward Burbol, WHS/ESD, (b)(6)

MA SD	10/12	SMA DSD	
TSA SD	12/12	SA DSD	
EXEC SEC	11/12	OF4S	11/12
ESR MA	10/12	also	

OSD 20159-05





ADMINISTRATION AND MANAGEMENT

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

INFO MEMO

06 OCT 2005

FOR: DEPUTY SECRETARY OF DEFENSE

FROM Michael B. Donley, Director, Administration and Management *MD*

SUBJECT: DoD Directives Review – Phase II Update

- Working with your Phase II policy guidance and newly established Focal Points in OSD offices, fully half of the DoD directives in coordination will be converted to DoD instructions (signed out by Undersecretaries or other senior officials), cancelled, or consolidated.
- Current status of the 184 Directives pending coordination:
 - 37 of the 184 Directives in coordination (20.1%) have been completed.
 - Below is a summary of Directive Work Plans submitted by OSD staff:

	Course of Action			
	Directive (remain a Directive)	Release (convert to Instruction)	Cancel (cancel altogether)	Consolidate (combine Directives)
Oct 4	90	71	21	2
%	48.9%	38.6%	11.4%	1.1%

- A summary of status by staff element is attached.
- Focal Points are preparing their list of Directives planned for completion over the next month and this data will be included in our November update.

COORDINATION: None

cc: Secretary of Defense
All OSD Components Listed

Prepared By: Ed Burbot (b)(6)



DoD Directives Program, Phase II – Directives Pending Coordination, Component Summary

Proponent (OPR)	Evaluation on Type of Issuance				Number/Percentage Completed
	Directive (remain a Directive)	Rescued (convert to instruction)	Cancel (cancel altogether)	Consolidate (combine Directive(s))	
ASD(LA)	0	2	0	0	0 / 0%
ASD(NII)	3	1	6	0	3 / 33.33%
ASD(PA)	0	2	0	0	1 / 50%
DA&M	24	6	2	1	7 / 21.21%
DOD GC	5	1	0	0	0 / 0%
DOT&E	0	1	0	0	1 / 100%
IG, DOD	0	3	0	0	0 / 0%
USD(AT&L)	11	13	4	0	7 / 26%
USD(C)	2	0	2	0	1 / 25%
USD(I)	13	10	1	0	4 / 16.67%
USD(P&R)	9	32	6	1	8 / 16.67%
USD(P)	23	0	1	0	2 / 8.3%
Total (194)	90	71	21	2	37
Percentage	48.9%	38.6%	11.4%	1.10%	20.1%

430
1600

28



ADMINISTRATION AND
MANAGEMENT

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

OFFICE OF THE
SECRETARY OF DEFENSE

2005 JUN 30 PM 12:32

ACTION MEMO

Robert Fangel
SECRETARY OF DEFENSE

FROM: Michael B. Donley, Director, Administration and Management **MD**

30 JUN 2005

SUBJECT: DoD Directives Review

- The Directives Review you initiated in October 2003 generated measurable progress. Of the initial 653 directives, 62% are certified as current or are revised/cancelled; 25% are in coordination; and 13% are still being worked. This Phase generated forward momentum and Principal's involvement. It is time to advance our effort.
- The Deputy Secretary and I have discussed a "Phase II" overhaul of the Directives System to:
 - o Focus Directives on their intended purpose: assignments of authority and responsibility that only you and the Deputy can make, such as organizational charters for OSD staff and DoD components, and other non-delegable responsibilities based in statute, Executive Order, or Presidential Directive. This will further reduce the total number of Directives by pushing some down to DoD Instructions and other Issuances approved by your Principal Staff Assistants.
 - o strengthen my role as the DA&M from accounting and monitoring to management and enforcement of the Directives System.
 - o Modernize the directive process and introduce new technology.
 - o Publish or eliminate within 60 days the -180 directives languishing in "coordination."
 - o Introduce a 45-day standard for coordination and approval of new Directives.
 - o Move primary responsibility for oversight of this process to the Deputy consistent with your division of labor.
- As you initiated the Directives review, I want to confirm that you are comfortable with reinvigorating this project as outlined above, and with moving oversight under the Deputy. I would copy you on my monthly progress reports to the Deputy.

RECOMMENDATION: That you approve by initialing below:

- The Direction of effort in Phase II: Approve *MD* Disapprove _____
- The DepSecDef lead: Approve *MD* Disapprove _____

COORDINATION NONE

cc:
Deputy Secretary of Defense

MA SD	6/7/05	SMA DSD	
TSA SD	6/30	SA DSD	
EXEC SEC	6/30	1450	
ESR MA	6/30	1445	

Prepared by: Mr. John Krysa, WHS/ESD, (b)(6)

OSD 12697-05





ADMINISTRATION AND MANAGEMENT

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

OFFICE OF THE SECRETARY OF DEFENSE
4/7/05

05 APR 2005 2005 APR -5 PM 4:47

INFO MEMO

Paul Butler
4/6
Paul
DR: SECRETARY OF DEFENSE

FROM: Raymond E. DuBois, Director, Administration and Management
Ray DuBois 4/5/05

SUBJECT: DoD Directives Review Update

- Attached is the current Directives Review Update, depicting the breakout of revisions and cancellations by OSD Component. Data is current as of March 25, 2005.
- Analysis: Since our January 31, 2005 update, total revisions increased from 65% to 70% with 97 directives not yet in formal coordination. Nineteen of these directives are charters under DA&M requiring significant OSD Component input. Total cancellations improved from 87% to 91%.
- The next steps in our directives review are to continue working with the OSD Components to:
 - Revisit the 243 directives certified current in 2003, prior to establishing the standard for a two-year review cycle
 - Revise or cancel the remaining 104 directives to reach 100%
 - Conduct a review of the entire directives process to make it more responsive, efficient, and less administratively bureaucratic
- I will keep you advised of our progress. Next update as of June 25, 2005.

COORDINATION None

cc:
Deputy Secretary of Defense
All OSD Components Listed

Attachments:
As stated

Prepared By: Mr. Edward J. Burbol, (b)(6)

MA SD	SMA DSD	24/7	
(TSA SD)	SA DSD	4/6	
EXEC SEC	1/4/6	1315	
ESR MA	E 9/6	1230	

OSD 06487-05



REVIEW OF DIRECTIVES REPORT

.CIS

REVISIONS'

COMPONENT	REPORTED	SUBMITTED FOR COORDINATION	% SUBMITTED FOR COORDINATION	SIGNED BY DSD
USD(AT&L)	45	44	98	26
USD(P)	43	16	37	1
USD(P&R)	86	72	84	36
USD(C)	7	7	100	2
USD(I)	47	16	34	1
ASD(NII)	10	8	80	3
ASD(PA)	3	3	100	2
ASD(LA)	3	2	67	0
DPA&E	1	1	100	0
DOT&E	1	1	100	0
DNA	1	1	100	1
IG, DoD	7	7	100	4
GC, DoD	16	15	94	9
DA&M	45*	26	58	5
WHS	8	8	100	7
TOTALS	323	227	70%	97

CANCELLATIONS

USD(AT&L)	30	30	100	22
USD(P)	11	9	82	0
USD(P&R)	14	14	100	11
USD(C)	1	1	100	1
USD(I)	6	4	67	3
ASD(NII)	14	12	86	10
ASD(PA)	0	0	NA	0
ASD(LA)	0	0	NA	0
DPA&E	0	0	NA	0
DOT&E	0	0	NA	0
DNA	0	0	NA	0
IG, DoD	0	0	NA	0
GC, DoD	1	1	100	1
DA&M	10*	8	80	1
WHS	0	0	NA	0
TOTALS	87	79	91%	50

* Of the 55 DA&M directives identified for revision/cancellation, 49 are charter directives requiring significant input from OSD Components.

~~FOUO~~

FILE

OCT 06 2005

0914

TO: David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Memo from Gen Hagee on Arabic Studies and Language Program

Please take a look at this memo from Mike Hagee, and tell me what you think about it.

Thanks.

Attach 9/29/05 CMC memo to SecDef

DHR:ss
100505-17

.....

Please Respond By November 02, 2005

6 Oct 05

~~FOUO~~

11-L-0559/OSD/46636

OSD 01493-06

9/30
1820

10/5



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

2005 SEP 30 12:40 IN REPLY REFER TO

3000
CMC
29 Sep 05

D

Robert Rangel

MEMORANDUM FOR SECRETARY OF DEFENSE

Subj: ARABIC STUDIES AND LANGUAGE PROGRAM

12
10/4

1. On 1 September 2005, we began the fit-ever Arabic Studies and Language Program at the Command and Staff College, Quantico, Virginia. Participants include the entire student body of 176 intermediate-level students (168 U.S. and 8 International officers). The student/teacher ratio in the program is 11:1.
2. We do not intend to make Foreign Area Officers out of the students but rather strive to improve foreign cultural and language skills Marine Corps-wide. A secondary goal is to encourage career-long study and improvement in the use of a foreign language. We designed the Arabic Studies and Language Program in coordination with the Defense Language Institute, Foreign Service Institute, and the service academies' language departments. **Our** operational experience and current deployments also influenced the establishment of this pilot program. We plan to add additional languages in future academic years.
3. The program incorporates two 90-minute classes and two 90-minute labs per week, as well as practical application scenarios incorporated throughout the academic year. Current curriculum includes teaching the Arabic alphabet and moves steadily toward operational language requirements. Additional training for deploying officers is provided by incorporating language into a *stability negotiations scenario* in the final Capstone Exercise. We use the Federal Interagency Language Roundtable Scale for student assessment. Tailored "extra-instruction" is available for those who require it.
4. We have taken resources "out-of-hide" (manpower, time, and material) in order to jump-start the project. Sustainment of the Arabic Studies and Language Program and expansion into other important language/cultural areas is a function of future funding. Based on the success of this initial program, we will seek funding to expand the project into our career-level schools as well as additional linguistic areas.

y v/r
Hagee

M. W. Hagee
General, U.S. Marine Corps
Commandant of the Marine Corps

copy to:
SECNAV
CNO
CJCS
USDP&A

MA SD	10/4	SMA DSD	
TSA SD	12/13	SA DSD	
EXEC SEC	KS V FOR	WPT 930	1816 10/4
CCD MA	16V	2-30-05	1816

OSD 19620-05

FOUO

October 24, 2005

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Mongolia

Mongolia

It is i we ought to try to be helpful to Mongolia becoming a NATO Partnership for Peace nation.

Thanks.

DHR:dh
102405-05 (TS).doc

.....
Please respond by November 24, 2005

24 OCT 05

FOUO

OSD 01494-06

Bmf

11-L-0559/OSD/46638

1/14
DF00

1/13

January 13, 2004

TO: Powell Moore
 Larry Di Rita

CC: Paul Wolfowitz

FROM: Donald Rumsfeld *DR*

SUBJECT Congressional Breakfast on End Strength

Powell:

Done 7/1/04

Raymond

Murnan 2/3

We are thinking about having a bipartisan breakfast with Ike Skelton, possibly Murtha and maybe Ellen Tauscher, some of the leaders in the "end strength" issue. We could get Schoomaker, Chu and Myers or Pace and have a discussion—to start to get them to consider this key issue before the season opens.

Thanks.

DHR:dh
011304-14

.....

Please respond by 1/23/04

0 0 01689-04

11-L-0559/OSD/46639

320.2

13 JAN 04

1/14
of 00

1/30

January 13, 2004

TO: Powell Moore
 Larry Di Rita

CC: Paul Wolfowitz

FROM: Donald Rumsfeld *DR*

SUBJECT: Congressional Breakfast on End Strength

Powell:
Dine
Jay
Burner
2/3

We are thinking about having a bipartisan breakfast with Ike Skelton, possibly Murtha and maybe Ellen Tauscher, some of the leaders in the "end strength" issue. We could get Schoomaker, Chu and Myers or Pace and have a discussion—to start to get them to consider this key issue before the season opens.

Thanks.

DHR:dh
011304-14

.....
 Please respond by 1/23/04

OSD 01689-04

11-L-0559/OSD/46640

February 2, 2004

*Aware
copy provided*

TO: LTG John Craddock

FROM: Donald Rumsfeld *DR*
CC: *DOV Zarkem*
SUBJECT: Halliburton

I have to be ready to answer questions on Halliburton. Apparently there is a new story today.

Thanks.

DHR:dh
020204-21

.....
Please respond by _____

OSD 01691-04

11-L-0559/OSD/46641

~~FOUO~~

August 11, 2005

TO: David Chu
Ryan Henry

CC: Eric Edelman
Steve Bucci
Cathy Mainardi

I-05/011339
ES-4022

FROM Donald Ramsfeld *RA.*

SUBJECT: Presentation on Training of Foreign Nationals

I would like to see a presentation of all the people we train from other countries in a given year. I would like to see their ranks and their nations, and have a chance to affect how we adjust *that* for the coming years.

Thanks.

DGR as
082205-06

.....
Please Respond By 01/13/06

~~FOUO~~

OSD 01695-06

07-01-05 10:24 AM

11-L-0559/OSD/46642

091.3

22 Aug 05

2006 FEB -2 PM 12:42

INFO MEMO

DSD
USDP 49 FEB 01 2006
I-05/01 1339
ES-4022

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy

[Handwritten signature]
JAN 26 2006

SUBJECT: Presentation on Education / Training of Foreign Nationals

- You recently asked me for a presentation on DoD's annual training of foreign nationals and how you can affect the process.
- Attached at TAB A is a brief, prepared by my staff, which includes a list of the top 15 countries that received USG-funded military training and education in FY05 and a budget breakdown by program.
 - The top five recipients by funding level were Israel, Colombia, Egypt, Pakistan, Afghanistan and the Philippines.
- The brief also lists key levers you have to affect military education/ training efforts as well as significant limits on your influence.
 - Your *Security Cooperation Guidance*, for example, identifies priority countries and key tools for objectives.
 - However, of the approximately \$260 million in funds spent directly on education/ training of foreign nationals, over \$175 million is allocated by the State Department with limited input from Defense.
 - The Department's largest foreign education programs which you direct are the Regional Centers and the Counter Terrorism Fellowships Program (CTFP). The total budget for the five Regional Centers in FY06 (including overhead) is \$65.7 million and \$20 million for CTFP.

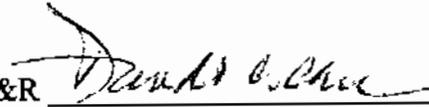
0913
26 Jan 06
22 Aug 06

Attachments: As stated.

Prepared by: John Kreul, Strategy, OPDUSD P, (b)(6)

COORDINATION PAGE

Dr. David S. C. Chu, USD/P&R


1 Feb 06

~~FOUO~~

August 22, 2005

I-05/011339
ES-4022

TO: David Chu
Ryan Henry

CC: Eric Edelman
Steve Bucci
Cathy Mainardi

FROM: Donald Rumsfeld *D.A.*

SUBJECT: Presentation on Training of Foreign Nationals

I would like to see a presentation of all the people we train from other countries in a given year. I would like to see their ranks and their nations, and have a chance to affect how we adjust for the coming years.

Thanks.

DHR es
082205-06

.....
Please Respond By 01/13/06

FOUO

03-01-05 10:24 14

11-L-0559/OSD/46645

Education & Training of Foreign Nationals



SecDef Brief

January 2006

(DELIBERATIVE DOCUMENT: For discussion purposes only.
Draft working papers do not release under FOIA)

~~FOR OFFICIAL EYES ONLY~~

11-L-0559/OSD/46646



Education & Training of Foreign Nationals ***Purpose***

- ❑ Respond to SecDef's request for a presentation on
 - Foreign nationals receiving DoD
 - How to



Education & Training of Foreign Nationals Key Programs and Funding Sources (FY05)

POLICY

Description	Total Cost	# of Courses	# of Students	Avg \$ per Student
DoD Funded				
DoD Regional Centers	\$ 14,841,815	5,655	2,931	4,996
Regional Defense Counterterrorism Fellowship Program (CTFP)	\$ 14,955,878	5	3,939	8,208
Drug Interdiction and Counter-Drug Activities	\$ 39,486,947	12	10,004	3,615
Service Academies	\$ 7,023,826	188	107	65,643
Non-Security Assistance, Combatant Command	\$ 1,475,000	5	316	4,668
Exchange Training	\$ 130,000	110	110	1,182
Aviation Leadership Program	\$ 571,330	70	33	17,313
PME Exchanges	\$ 671,757	64	42	15,994
Foreign Assistance Act Draw Down	\$ 55,086	94	20	2,754
DoD TOTAL	\$ 79,011,437	22,673	16,305	4,846
DoS Funded				
International Military Education and Training (IMET)	\$ 99,555,221	12,155	5,799	17,168
Foreign Military Financing (FMF)	\$ 72,032,282	4,688	1,762	40,881
International Narcotics and Law Enforcement	\$ 3,102,488	5	681	4,558
Enhanced International Peacekeeping Capabilities (EIPC)	\$ 713,601	137	52	13,723
African Contingency Operations Training and Assistance	\$ 1,270	2	1	1,270
DoS TOTAL	\$ 175,404,862	17,862	8,295	21,146
Other Funding				
Misc DoD/DoS	\$ 2,975,524	445	91	32,698
Department of Homeland Security/United States Coast Guard	\$ 5,354	961	64	84
Other TOTAL	\$ 2,980,878	1,406	155	19,231
TOTAL	\$ 257,397,177	41,941	24,755	10,398

of Courses exceeds # of Students because one student's training track may include more than one course

In addition to U.S. funded training, \$319M was purchased by foreign governments



Education & Training for Foreign Nationals Country Breakdown

US-funded education and training -- Top 15 Countries by \$\$

Country Name	Cost	# of Courses	# of Students	Comments
Israel	\$ 24,321,394	560	473	Cost sharing = more courses
Colombia	\$ 23,312,992	1044	1027	Significant on site trng.
Egypt	\$ 18,757,129	1426	1210	No in-country, Eng Lan. Req.
Pakistan	\$ 10,049,712	372	374	High \$ PME
Afghanistan	\$ 9,537,460	613	384	High \$ PME, Eng Lan Trng
Philippines	\$ 9,375,546	635	580	Lie on-site; High \$ PME
Turkey	\$ 8,880,577	722	705	High \$ PME, Tech Courses
Poland	\$ 8,830,235	573	472	High \$ Aviation Trng
Ukraine	\$ 5,639,668	714	708	High \$ PME
Jordan	\$ 5,280,009	584	478	High \$ PME
Thailand	\$ 5,109,323	1096	693	2 Language labs purchased
Hungary	\$ 3,616,192	604	357	PME and Officer Trng
Tunisia	\$ 3,584,434	202	207	High \$ PME
Romania	\$ 3,508,709	1106	683	MTTs = more students
Mexico	\$ 3,454,218	971	811	Tech Trng w/o Eng Lan Trng

of Courses exceeds # of Students because one student's training track may include more than one course

List Excludes Training Purchased with National Funds



Education & Training of Foreign Nationals Country Breakdown (FY05)

US-funded education and training -- Top 15 Countries by Participants.

Country Name	# of Students	# of Courses	Cost	Comments
Colombia	10227	10441	\$ 23,312,992	Significant on-site trng.
Egypt	1210	1426	\$ 18,757,129	Noon-site; Eng Lan. Req.
Mexico	811	971	\$ 3,454,218	low cost trng., PME
Ukraine	708	714	\$ 5,639,668	High \$ PME
Turkey	705	722	\$ 8,880,577	High \$ PME, Tech Courses
Thailand	693	1096	\$ 5,109,323	Little Eng Lan, \$ go further
Romania	683	1106	\$ 3,508,709	Cost Sharing = more courses
Philippines	580	635	\$ 9,375,546	Little on-site, High \$
Paraguay	546	546	\$ 2,985,176	Counter-drug trng
Jordan	478	584	\$ 5,280,009	High \$ PME
Israel	473	560	\$ 24,321,394	Cost Sharing = more courses
Poland	472	573	\$ 8,830,235	High \$ Aviation Trng
Georgia	423	734	\$ 3,028,834	Mid-grade Officer focus
Azerbaijan	415	475	\$ 2,701,967	Mid level trng = average cost
Lebanon	410	538	\$ 2,071,100	On site trng. = more students'

of Courses exceeds # of Students because one student's training track may include more than one course

List Excludes Training Purchased with National Funds



POLICY

Education & Training of Foreign Nationals ***Limits on Influence***

- Several factors limit the Secretary's ability to reach greater numbers of priority students
 - Limited numbers of qualified students in key regions (e.g., Central Asia, Middle East)
 - *Few with English language ability*
 - *Few promising officials in appropriate positions*
 - Limited operating funds for DoD institutions
 - *Economies/efficiencies of scale under current budgets provide limited additional funds*
 - Finite schoolhouse capacity in place (professional and technical)
 - Legal restrictions (some are waiverable)
 - *American Servicemembers' Protection Act*
 - *Other sanctions set by Congress in the Foreign Operations Bill*
 - *E.g., Trafficking in Human Persons, Limitation on Assistance to Security Forces, and No Assistance to Countries that Harbor or Grants Sanctuary to Indicted War Criminals*



POLICY

Education & Training of Foreign Nationals Limits on Influence (cont.)

- In addition, other factors limit the Secretary's influence on the allocation and effectiveness of military education and training efforts
 - Security Assistance funds are allocated
 - *Ear-marked appropriations language and DoS top-line funding affects allocations*
 - *State has final say within executive branch for distribution of discretionary funds*
 - Absence of non-DoD initiatives to influence students after education or
 - *Lack of capability and programs in this area misses opportunities to continue cultivating our investment by nurturing regional "Communities of Influence"*
 - *Efforts to address this gap could follow Regional Centers' model of developing alumni networks*



Education & Training of Foreign Nationals ***Levers of Influence***

- SecDef has a number of ways to influence DoD's education and training of foreign nationals
 - Direct specific education and training objectives in the *Security Cooperation Guidance* for designated countries
 - Reapportion DoD-controlled resources in favor of priority countries and cost effective education programs
 - Work with DoS to conclude the linking Servicemembers' Protection Act
 - Strengthen Regional Centers by developing satellite operations or new headquarters in-theater for the three centers located at NDU



Education & Training of Foreign Nationals **Levers of Influence (cont.)**

- Increase resources for

- Increase DoD schoolhouse capacity specifically intended for international students (may require MILCON)

- Partner with Department of State to increase and leverage

- Ensure new initiatives, such as Initiative and other building partnership education and training requirements as



Education & Training of Foreign Nationals Levers of Influence (cont.)

- ❑ A formal policy guidance process could improve the effectiveness of DOD international education and training
 - Many international education institutions have an independent academic approach and little or no **OSD** oversight
 - DoD could incorporate strong policy guidance from the Secretary and senior DoD leaders by expanding the model being implemented for the Regional Centers to
 - *Promote quality control*
 - *Ensure policy alignment of curriculum*
 - *Prioritize countries and courses*
 - *Establish and review measures of effectiveness*



Education & Training of Foreign Nationals

Backwp

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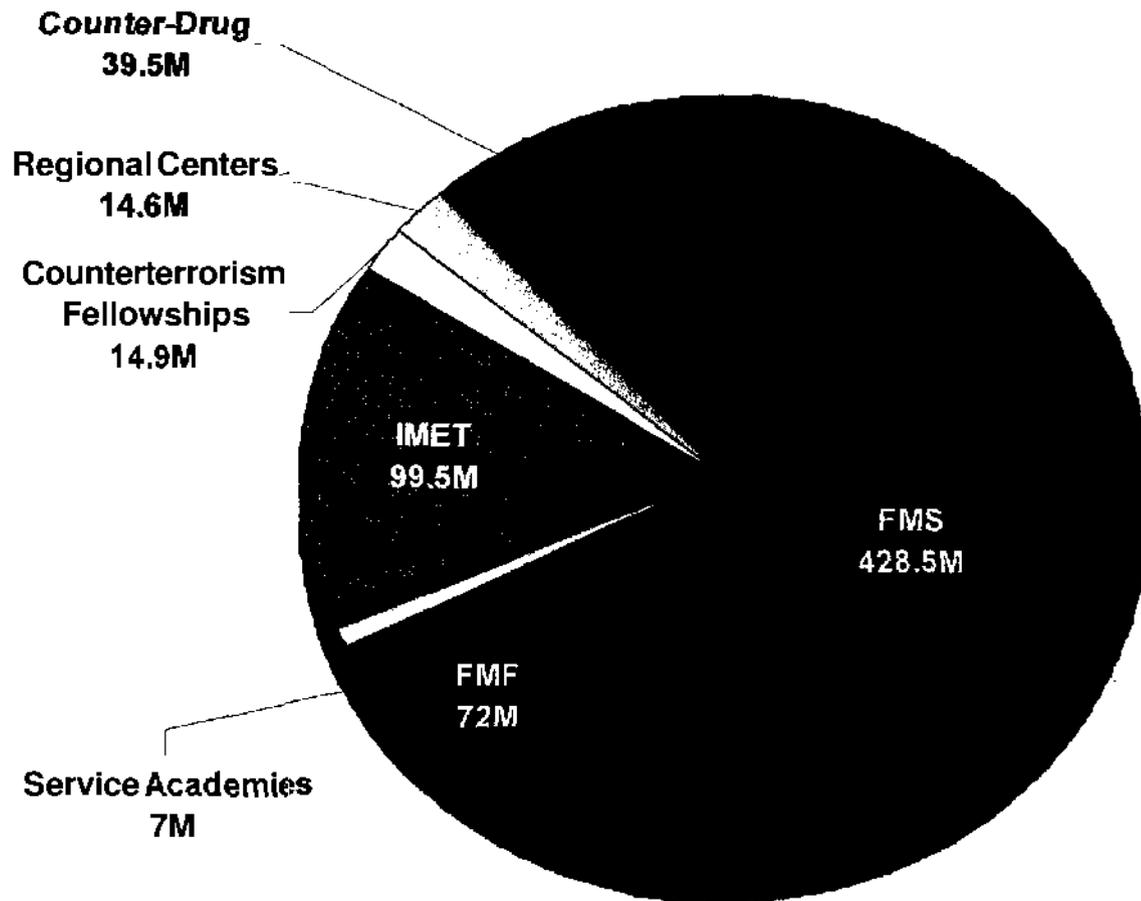
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11-L-0559/OSD/46656



Education & Training of Foreign Nationals Total Expenditure by Program (FY05)

POLICY

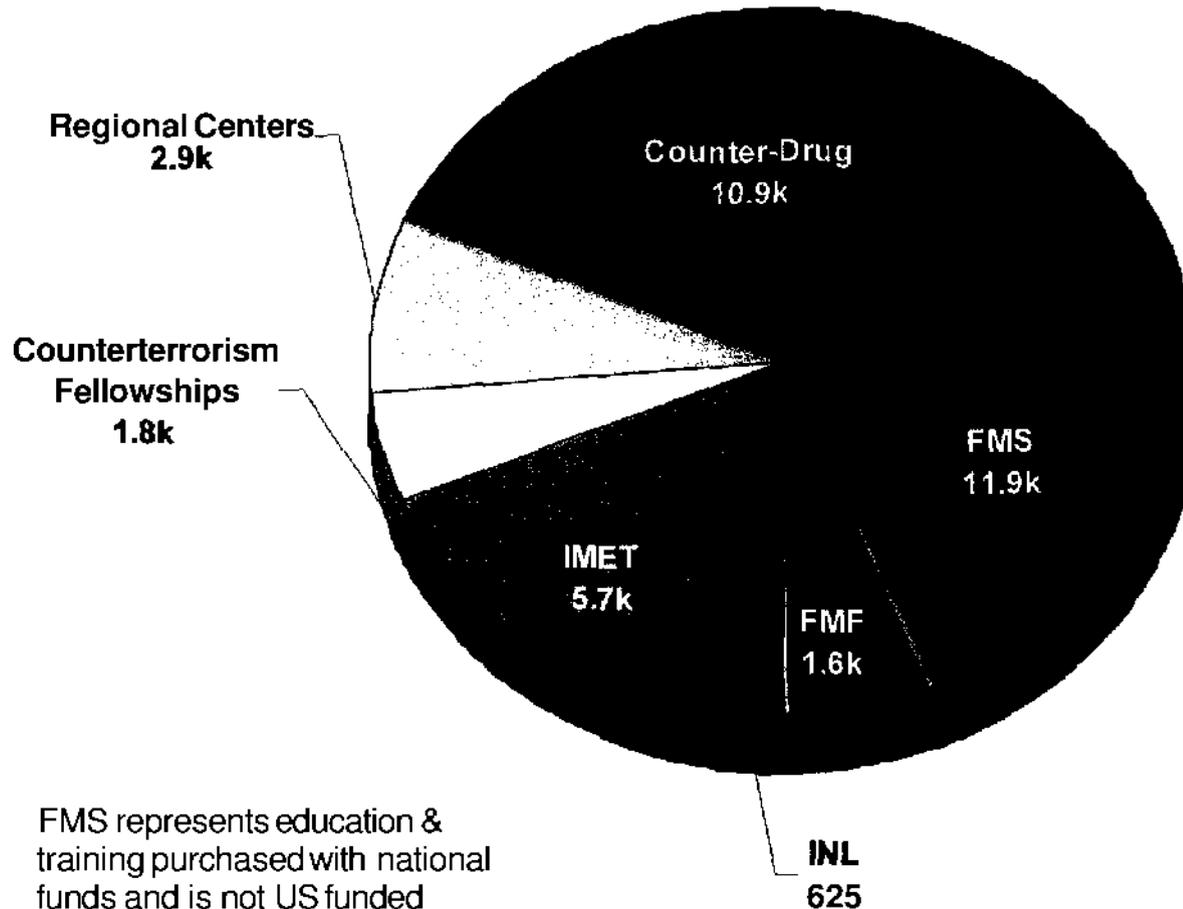


FMS represents education & training purchased with national funds and is not US funded

- International Military Education and Training (IMET)
- Aviation Leadership Program
- Regional Defense Counterterrorism Fellowship Program (CTFP)
- DoD Regional Centers
- Drug Interdiction and Counter-Drug Activities
- PME Exchanges
- Foreign Military Sales (FMS)
- Foreign Assistance Act Draw Down
- Non-Security Assistance, Combatant Command
- Foreign Military Financing (FMF)
- Service Academies
- Enhanced International Peacekeeping Capabilities
- International Narcotics and Law Enforcement
- Department of Homeland Security/United States Coast Guard
- African Contingency Operations Training and Assistance
- Misc DoD/DoS
- Exchange Training

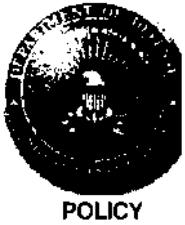


Education & Training of Foreign Nationals Total Participants by Program (FY05)



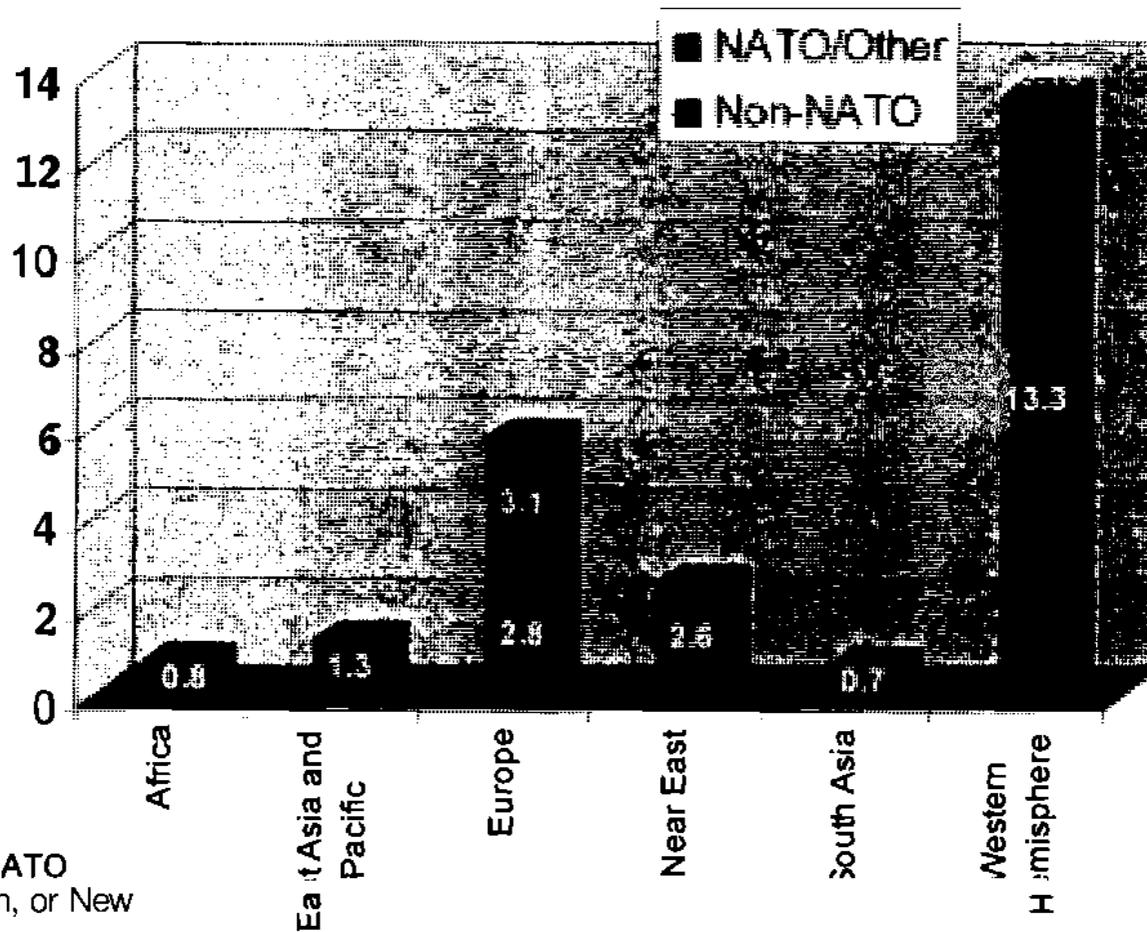
FMS represents education & training purchased with national funds and is not US funded

- International Military Education and Training (IMET)
- Aviation Leadership Program
- Regional Defense Counterterrorism Fellowship Program (CTFP)
- DoD Regional Centers
- Drug Interdiction and Counter-Drug Activities
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- Foreign Military Financing (FMF)
- Service Academies
- Enhanced International Peacekeeping Capabilities
- International Narcotics and Law Enforcement
- Department of Homeland Security/United States Coast Guard
- African Contingency Operations Training and Assistance
- Misc DoD/DoS
- Exchange Training



Education & Training of Foreign Nationals Total US Funded Participants by Region (FY05)

Total Students or Participants = 24.7 Thousand



"NATO & Other" = Any NATO member, Australia, Japan, or New Zealand

Chart does not include FMS funds.

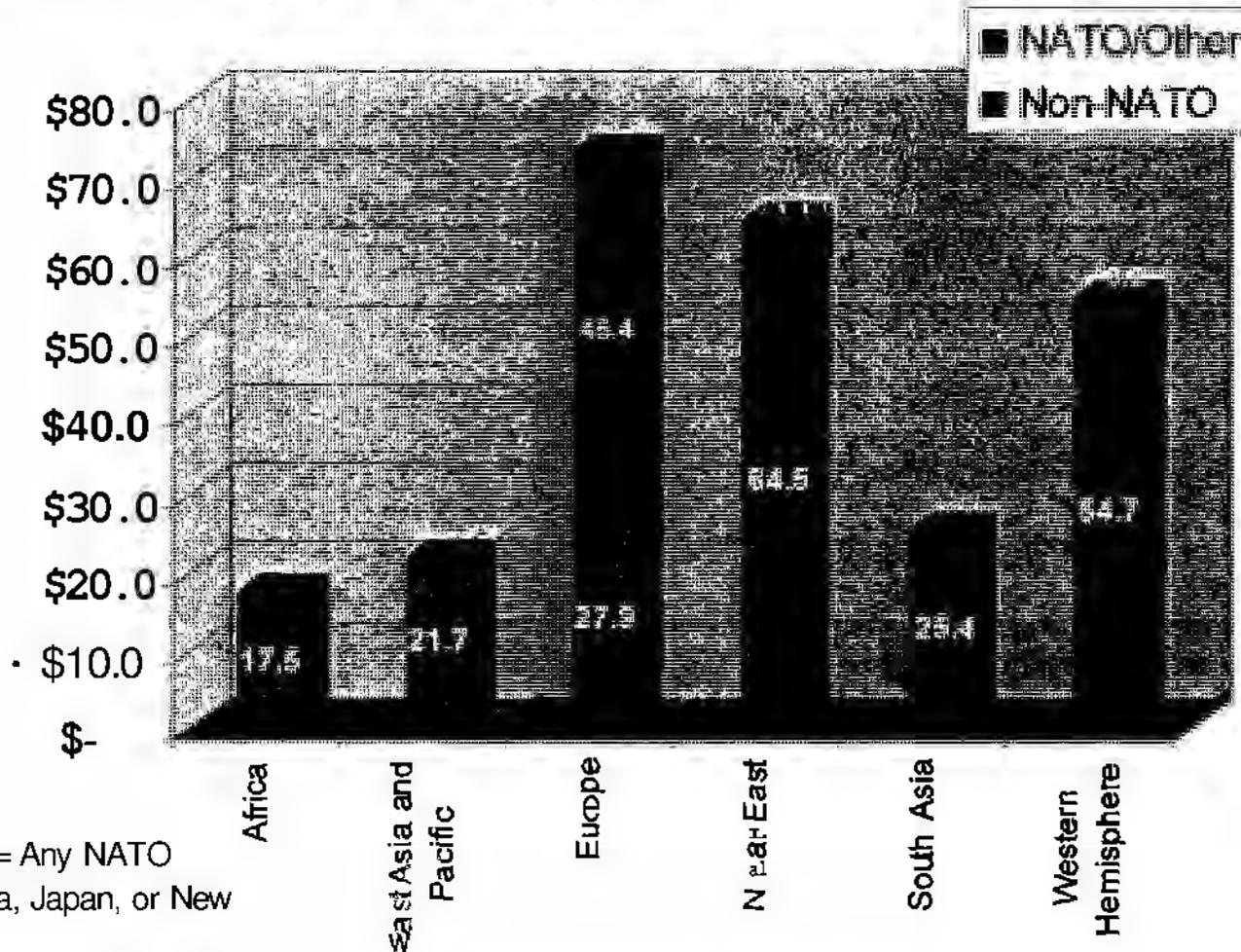
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11-L-0559/OSD/46659



Education & Training of Foreign Nationals Total US Expenditure by Region (FY05)

Total Expenditure = 257.4 Million USD



"NATO & Other" = Any NATO member, Australia, Japan, or New Zealand

Chart does **not** include FMS funds.

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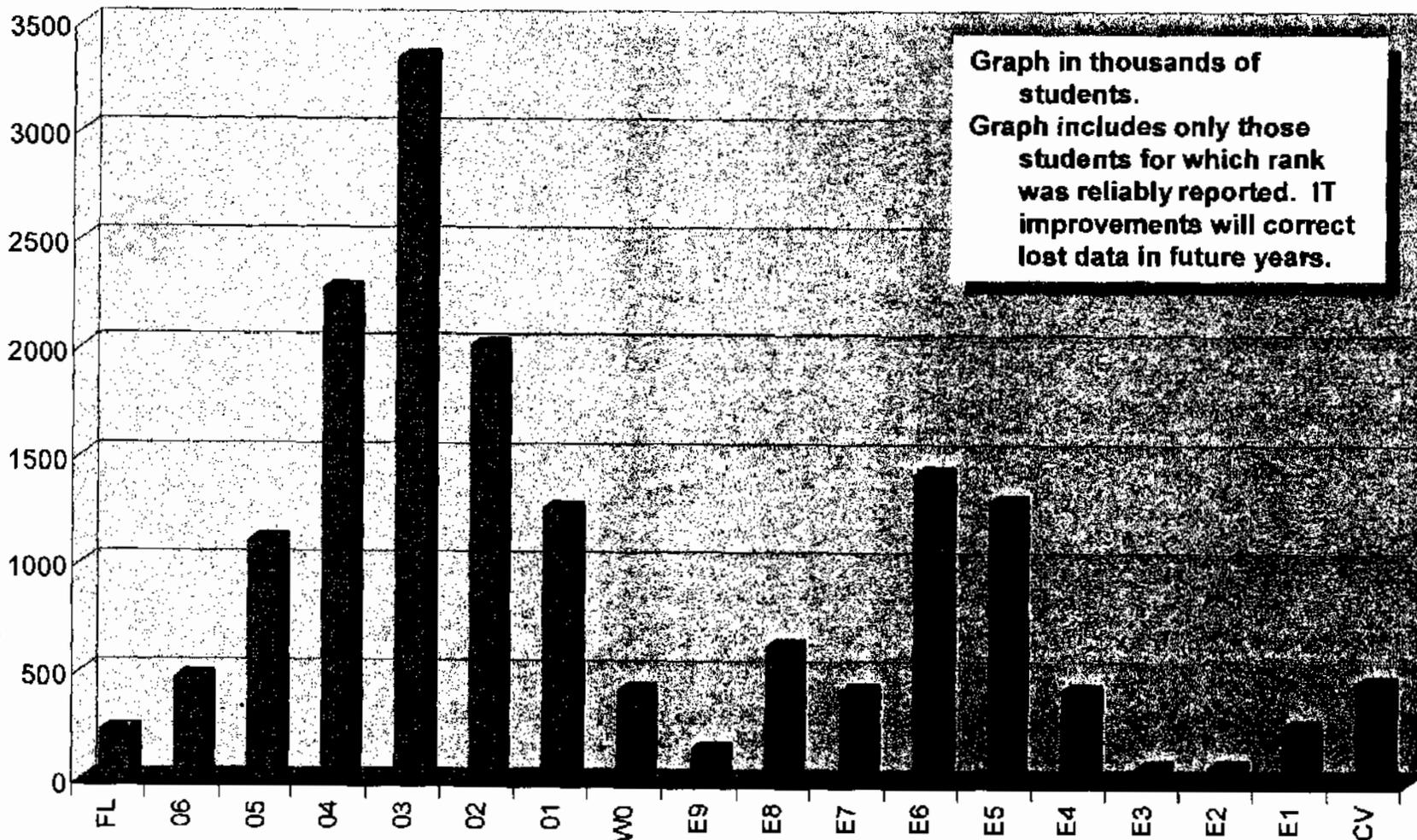
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11-L-0559/OSD/46660



POLICY

Education & Training of Foreign Nationals Total Count by Rank (FY05) (FMS Included)

Total Students = 16.4 Thousand



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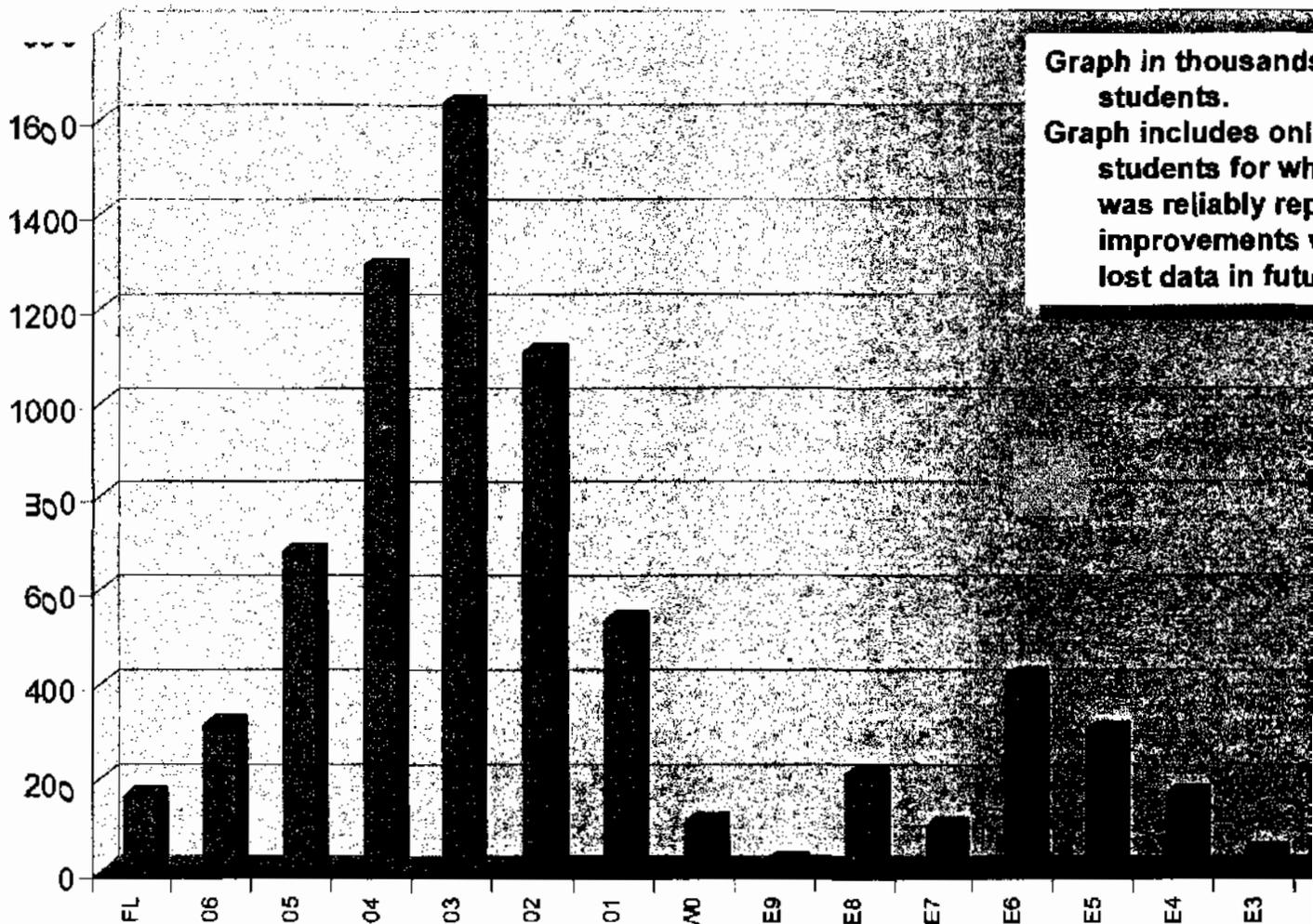
11-L-0559/OSD/46661



POLICY

Education & Training of Foreign Nationals Total Count by Rank (FY05) (FMS not included)

Total Students = 7.4 Thousand



Graph in thousands of students.
 Graph includes only students for which data was reliably reported. Improvements in data collection may result in lost data in future years.

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 11-L-0559/OSD/46662



Education & Training of Foreign Nationals ***The Foreign Military Training Report***

- This briefing utilizes data collected for the 2005-06 DSCA Foreign Military Training Report; the data set is not finalized*

- Data reflects all military education/training provided to foreign military personnel by the Department of Defense and the Department of State during the previous fiscal year*

- “Does not include Joint Combined Exchange Training as this is authorized by law as having its primary purpose be to train US SOF forces for US benefit”*

- This presentation does not include data or analysis of FY06 estimations and does not include data on miscellaneous training expenditures (e.g., travel & living expenses, books)*



POLICY

Education & Training of Foreign Nationals **Process**

- DoD cycle starts with the SecDef identifying his goals and priorities in the Security Cooperation Guidance (SCG)
- Current year funding level set by Congressional Budget Justification (CBJ) and State-led allocation; with DoD input/recommendations
- CoComs provide direction to Security Assistance Officers (SAOs) through Security Cooperation Implementation Plans (SCIP)
- SAOs work with country to identify education/training needed to meet SCG, CBJ and SCIP objectives
- CoComs conduct Training Program Management Reviews (TPMR)
 - 9 Country Education/Training requirements reviewed by DoD, State and COCOM for compliance with SCG, CBJ, and SCIP objectives*
 - 9 Approved education/training requirements submitted to MILDEPS*
- MILDEPS implement quota requirements



Education & Training of Foreign Nationals DSCA Program Code Descriptions

POLICY

International Military Education and Training (IMET)	IMET
FMF (Bolivia International Narcotics Control)	FMF (Bolivia International Narcotics Control)
FMS (Saudi Arabian National Guard)	FMS (Saudi Arabian National Guard)
JCET	JCET
Aviation Leadership Program	ALP
Regional Defense Counterterrorism Fellowship Program	CTFP
DoD Regional Centers for Strategic Studies	Regional Section 1004
Drug Interdiction and Counter-Drug Activities, Section 1004	Section 1004
PME Exchanges	PME Exchanges
Foreign Military Sales (FMS)	FMS
Foreign Assistance Act Draw Down, Section 506	Section 506
Non-Security Assistance, Combatant Command	Non-SA, Combatant Command
Military Assistance Program (MAP)	MAP
Foreign Military Financing (FMF)	FMF
Service Academies	Service Academies
Enhanced International Peacekeeping Capabilities (EIPC)	EIPC
IMET 2-Year Funding Authority (Title VI Emergency Supplemental Appropriation)	IMET 2-Year
International Narcotics Enforcement (INI)	INI
Department of Homeland Security/United States Coast Guard Activities	DOHS/USCG Activities
U.S. Agency for International Development (USAID)	USAID
(African) Contingency Operations Training and Assistance	ACOTA
Miscellaneous, DOD/DOS Non-Security Assistance	Misc DOD/DOS Non-SA
IMET Multi-year	IMET Multi-Year
Exchange Training	Exchange Training
Credit (Repayable)	add

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11-L-0559/OSD/46665

~~FOUO~~

January 27, 2005

TO: President George W. Bush

cc: Vice President Richard B. Cheney
The Honorable Dr. Condoleezza Rice
Stephen J. Hadley

FROM: Donald Rumsfeld 

SUBJECT: Afghan Security Forces Update

Dear Mr. President,

Attached is the latest Afghan Security Forces Update, for your information.

Respectfully,

Attach.
1/24/05 Afghan Security Forces Update

DHR:ss
01/27/05-11

Afghanistan

27Jan05

~~FOUO~~

OSD 01857-05

11-L-0559/OSD/46666

For Official Use Only



Afghan Security Forces Update

Executive Summary

24 January 2005



Data as of: 23 Jan 05 Version M1

11 L-0559/OSD/46667

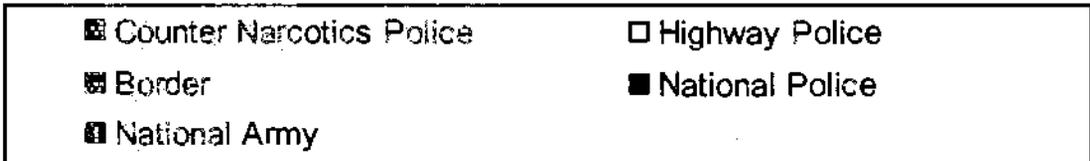
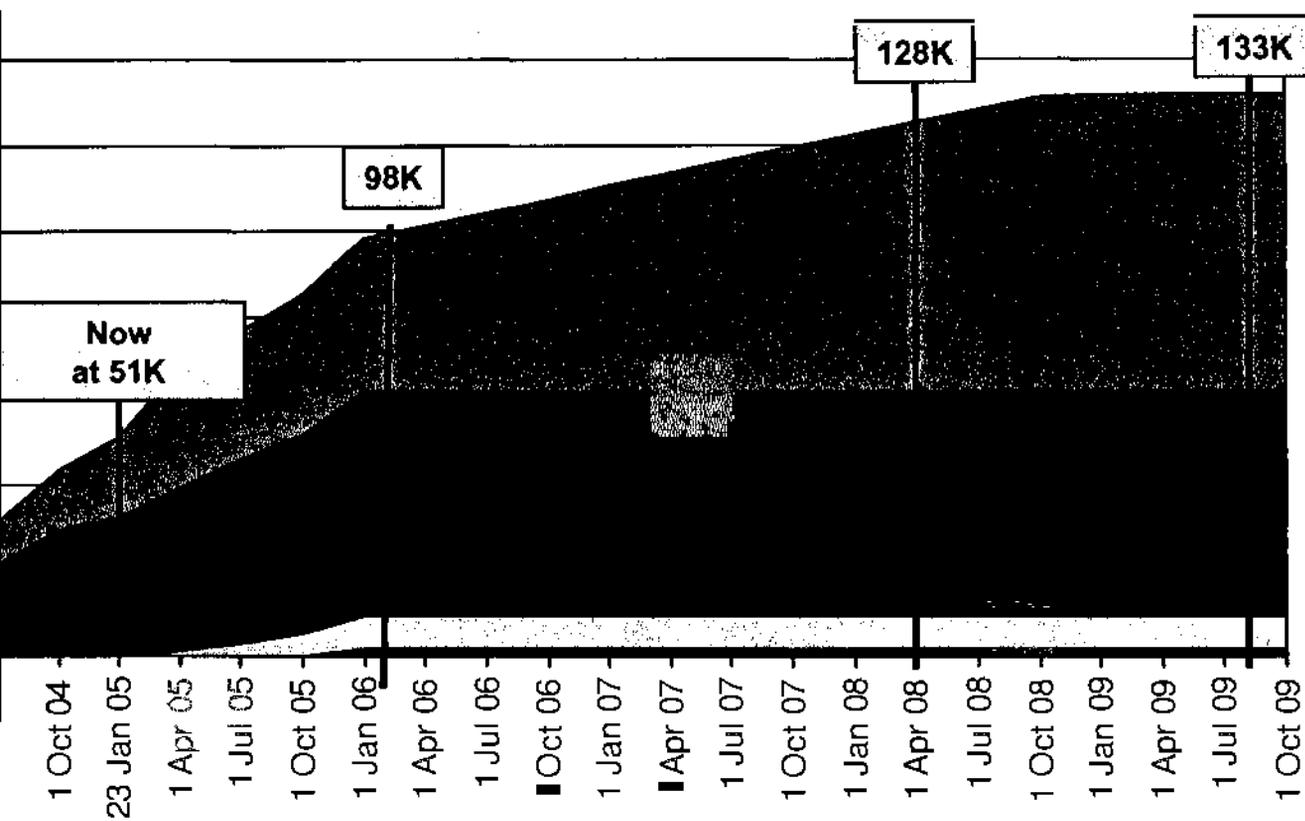
Afghan Security Forces

For Official Use Only

• <u>Ministry of Interior Forces</u>	<u>Trained</u>
– National Police	32,427
– Highway Police	
– Border Police	
– Criminal Investigator Police	
– Counter Narcotics Police	
• <u>Ministry of Defense Forces</u>	<u>Trained & Equipped</u>
– Afghan National Army Corps	18,794
– Afghan Air Corps	
– Intermediate Commands	
	<hr/> 51,221

Trained and Equipped ANA / Trained ANP

Only



Ministry of Interior Forces-Projection

For Official Use Only

Projected Percentage of goals of Trained Police on hand over time

Security Force Element (1)	Trained (3) NLT Dec 05	23-Jan-05	1-Feb-05	1-May-05	1-Aug-05	1-Sep-05
National Police	42,500					
Highway Police	8,000			48%		
Border Police	12,000			41%	68%	
Counter-Narcotics Police (2)	800				67%	

Notes:

- (1) Projected goals based on anticipated class convening with **100%** quota utilization. Percentages may fluctuate. ANP, AHP, and ABP Training conducted by DoS/International Narcotics and Law Enforcement Affairs (INL) representatives; CNP training conducted by DEA.
- (2) CNPA endstate for 2007 is 1,800 officers. CNPA includes interdiction, intelligence, and investigative officers.
- (3) MoI target is for 62,500 trained ANP, not including CNP

Legend	
	70-100 % OF REQUIREMENT
	40-69 % OF REQUIREMENT
	39 % OR LESS OF REQUIREMENT

Data As of: 23 Jan 05

11-L-0559/OSD/46670

Afghan Armed Forces-Projection

For Official Use Only

Projected Percentage of goals of Capable (Manned, Trained, Equipped) Army Units on hand over time

Afghanistan Security Forces Elements	Endstate	23-Jan-05	1-Feb-05	1-May-05	1-Aug-05	1-Jan-06	1-Apr-07			
Ministry of Defense (General Staff)	3,000	44%	48%	63%	[Redacted]					
Corps	43,000	[Redacted]		42%				54%	63%	
Air Corps	3,000	[Redacted]		[Redacted]				40%	63%	
Sustaining Institutions	21,000	[Redacted]		[Redacted]				[Redacted]		

Notes:

(1) Percentages based on the Dec 06 (6 Battalion) Model starting Mar 05

Legend	
	70-100% OF REQUIREMENT
	40-69% OF REQUIREMENT
	39% OR LESS OF REQUIREMENT

Data As of: 23 Jan 05

11-L-0559/OSD/46671

Coalition Contributors

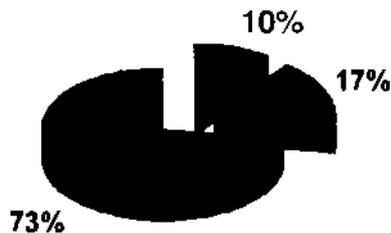
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OEF & ISAF = 42 Countries

Albania	22	Denmark	113	Ireland	5	Netherlands	319	Sweden	85
Australia	4	Egypt	65	Italy	514	New Zealand	112	Switzerland	3
Austria	3	Estonia	16	Jordan	174	Norway	335	Turkey	357
Azerbaijan	22	Finland	75	Korea	203	Poland	103	UK	513
Belgium	633	France	1,261	Latvia	9	Portugal	22	USA	16,856
Bulgaria	43	Germany	2336	Lithuania	8	Romania	565		
Canada	1009	Greece	171	Luxembourg	12	Slovakia	65		
Croatia	50	Hungary	159	Macedonia	20	Slovenia	27		
Czech Rep	19	Iceland	18	Mongolia	18	Spain	570	Total	26,914

Afghan Forces On Hand	71,702
National Police	48,450
Highway	891
Border Police	3,417
Counter Narcotics Police	150
Subtotal On Hand	(1) 52,908
MOD/GS	1,319
Corps	16,313
Air Corps	0
Intermediate Commands	1,162
Subtotal On Hand	18,794

Afghan Forces Trained	51,221
National Police	31,302
Highway	220
Border Police	851
Counter Narcotics Police	54
Subtotal On Hand	(2) 32,427
MOD/GS	1,319
Corps	16,313
Air Corps	0
Intermediate Commands	1,162
Subtotal On Hand	18,794



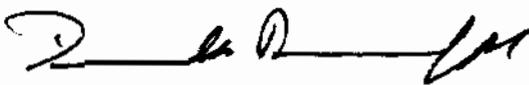
ANP Notes: (1) Estimate provided by Ministry of Interior. (2) ANP Forces Trained as of 15Jan05 DoJ/ICITAP Training Report.

Data As of: 23 Jan 05

■ Coalition Forces ■ US Forces ■ Afghan Forces

□ Coalition Forces ■ US Forces ■ Afghan Forces

January 27, 2005

TO: President George W. Bush
FROM: Donald Rumsfeld 
SUBJECT: Combatant Commanders Meeting

337

Mr. President,

The meeting you held with the Combatant Commanders and the Chiefs was excellent – the best ever. They were impressed by the way you engaged the issues that they are wrestling with every day.

The dinner that you and Laura hosted was memorable and deeply appreciated by everyone including the spouses.

Thank you so much for all you do to support the men and women in uniform. They know you are there for them and they are deeply appreciative. The respect you demonstrate for them is reciprocated fully.

Respectfully,

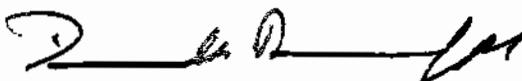
DHR:ss
012705-1

21 JAN 05

January 27, 2005

TO: President George W. Bush

FROM: Donald Rumsfeld



SUBJECT: Combatant Commanders Meeting

Mr. President,

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Thank you so much for all you do to support the men and women in uniform. They know you are there for them and they are deeply appreciative. The respect you demonstrate for them is reciprocated fully.

Respectfully,

DHR:ss
012705-1

720
FOUO

file

ES-0920
04/013189-ES

October 1, 2004

Afghanistan

TO: Doug Feith
FROM: Donald Rumsfeld 
SUBJECT: Afghan Currency

Find out what has been happening with the Afghan currency – has it been stable?
Strengthening? Please give me an update.

Thanks.

DHR:ss
100104-5

.....
Please respond by 10/6/04

10 OCT 04

FOUO

OSD 01885-05

11-L-0559/OSD/46675

01-10-04 17:26 0263

FOUO

file

ES-1067
04/013847

OCT 15 2004

TO: Doug Feith

SUBJECT: US Contributions to NATO

We've got to find a way to make sure that our US contributions to ISAF -- the Quick Response Force, and all of that -- are credited within NATO.

You need to **work** with Nick Burns on it.

Thanks.

DHR:ss
101404-31

.....
Please respond by _____

DU 11/3

Sir
Response attached.

✓
Lt Col Lengyel 11/2

~~FOUO~~

11-10-04

OSD 01895-05

NATO 092

ISACTOY

FOUO

File

16 Oct - 0630
Scanned

October 25, 2004

TO: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: State Department Analysis Project

000.3

Please take a **look** at this material the CIA gave me titled "Vertical Analysis."
Apparently, it is from the Department of State.

How do you think we ought to organize the Department of Defense to do a better
job in that area?

Thanks.

Attach.
US Dept of State "Muslims for Understanding" Campaign

DHR:ss
102504-13

.....
Please respond by 11/19/04

2506704

~~FOUO~~

OSD 01934-05

11-L-0559/OSD/46677

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Content **Analysis** Project

*Open
to the OSD*

Vertical Analysis

United States Of America
Department of State
"Muslims for Understanding" Campaign

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11-L-0559/OSD/46678

~~For Official Use Only~~

Scope of Campaign

- Multi-media campaign
- Released in Islamic countries world wide*
- Released during Ramadan*

Objective: Positively impact Muslim's perceptions of the United States

*Source: www.state.gov, U.S. Department of State Web Site, 1/16/03 Press Briefing
Paid advertising

*Source: www.opendialogue.com, Council of American Muslims for Understanding Web Site

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11-L-0559/OSD/46679

Foundation for Analysis

- PhaseOne's Organizational Knowledge base of what makes communications work
 - Including analysis of 250,000+ communications
- Understanding of the Islamic world
 - Access to Area Experts and 2002 Gallup Poll
- Detailed understanding of Indonesia
 - 6 months of intensive research, area experts and 2002 Gallup Poll

Scope of this Analysis

- 4 Two-minute TV ads
 - “Small Business Owner – Abdual Hammuda”
 - “Dir of NIH – Dr. Zerhouni”
 - “School Teacher – Rawia Ismail”
 - “College Student – Devianti Faridz”
- ■ One-minute ad:
 - “Paramedic and Chaplin – Malik and Muhammad”

Assumption: Recognizing that this was a multimedia campaign, we assume that these TV executions received the greatest media weight.

Analytical Process

Stage I: Systematic Deconstruction

- Separate communications into their individual building blocks.
- Code content and structure into “data.”



Stage II: Systematic Reconstruction

- Map data onto frameworks to allow analysis.
- Frameworks are an important aid in drawing reliable conclusions.

Analytical Process

For this Assignment:

- Six Trained analysts
- 323 hours of analysis on the 9 minutes of video
 - 14 observations developing scripts and fine-tuning to capture production subtleties and nuances
 - 176 hours of Deconstruction
 - 148 hours of Reconstruction

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Analytical Objectives

- Provide in-depth understanding of the TV ads
 - Net effect of the messages delivered
 - The campaign's strengths
 - Opportunities for strengthening

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11-L-0559/OSD/46684

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Outline for Discussion

- Impact of the campaign on the International Muslim population
- Impact of the campaign on Indonesians
- Actions Indicated

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11-L-0559/OSD/46685

Outline for Discussion

- Impact of the campaign on the International Muslim population
 - The Communication Vehicle
 - The Communication Structure
 - The Message

Risk: Advertising as a vehicle Undermines Credibility

- On a global scale, people have been conditioned to expect that advertising persuades and sells.
- The intent of this campaign is likely to become transparent to the target – it is selling the U.S.
- For anyone with a negative attitude toward the U.S., this gives them reason to discount the message.

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Risk: U.S. Sponsorship Undermines Credibility

- Studies in Persuasion Theory find that that someone will perceive a credible if they mistrust the
- The close of each execution indicates “brought to you by
 - Such a broad identification thinly veils the U.S. Government’s involvement.

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11-L-0559/OSD/46688

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Risk: Campaign Exploits Ramadan

- Ramadan is consistently ‘presented as the driving reason for the message – “On the occasion of Ramadan...”
- However, there are no explicit cues to convey that the individuals portrayed are observing Ramadan.
 - Some executions contain cues that are counter to Ramadan.
- There are no cues in the campaign to acknowledge the significance of Ramadan.

*As such, it may be inappropriate to
use*

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Ramadan as a selling vehicle.

11-L-0559/OSD/46689

Potentially Strong Structure

- Testimonials are proven to be successful at breaking through clutter and engaging viewers by allowing viewers to identify with the spokesperson.
 - Persuasion research has shown that testimonials can help build acceptance of a message:
Trust the messenger, trust the message
 - Key to success, is for the target audience to *identify* with the messenger

There are elements in the campaign which can both facilitate as well as undermine the contribution of the testimonials.

Elements that allow the target to identify with the spokespeople

- Demographic insights
 - Each execution uses a real person, identified by name.
 - Each person is identified as Muslim.
 - Most are identified as from another predominately Muslim country – Lebanon, Algeria, Indonesia and Libya.
 - Each has a respectable profession, e.g, teacher, doctor, EMT, small business owner, college student.
 - Most are highly educated.

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Elements that allow the target to identify with the spokespeople

Psychographic insights into their attitudes and values

In all but one commercial, the importance of Islam and Islamic tradition is upheld.

“Teacher” and “Baker” highlight the importance of family.

Each values success and prosperity.

- Small Business Owner and College Student are the strongest with these cues.
- All (except for EMT) depict individuals as being comfortably Western middle class.

~~se-Only~~

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Barriers to the target Identifying with the spokespeople

Each execution subtly sets up an *ingroup* – *outgroup* distinction between spokesperson and target.

Each spokesperson is introduced as an “*American Muslim*.” This highlights how they are different from the target -- “they are *American*” -- rather than highlighting their commonality -- they are Muslims.

Within specific ads, there are elements that could further prevent the target from identifying with the spokespeople.

- Example: “College Student” features going abroad to college. Only 4% of Indonesians go to College. A much smaller percent is likely to go abroad to college.

Use Only

Audience that is most likely to *identify* with profile

- Muslims
 - The majority of the commercials highlight the importance of Islam to each person.
 - The importance of the Muslim family is also upheld in two of the commercials.
- People who value personal success. (primarily middle and upper class)
 - Example – Baker
 - Highlights that **his self view is as a business man** – “The U.S. had a lot of opportunities for me as a business man.”
- Educated individuals, or those who see education as obtainable
 - Example – College Student

The commercials lack single-minded structure

- Memory studies show that when people are presented with multiple ideas at one time it places a burden on short-term memory.
 - This can result in the communication being cluttered and confusing.
- Communication studies find that when audiences are introduced to an idea they are interested in, but it is not developed (i.e., there is a switch-in-focus), they are likely to drop out.
- Advertising studies also find that the most successful communications are those that are focused on a single-minded idea.

The commercials lack single-minded structure

Idea Tracking: Example – Director of NIH

- Commercial opens by drawing a parallel between Islam and medicine (could be a strong appeal for the target).
- Idea dropped as facts about the spokesperson are introduced.
- Commercial switches to detailed information about the NIH and its global influence.
- The commercial switches back to the Dr. with information about his home country, family and recognition by the U.S. President.
- It is only at the close that he again brings up Islam.

The lack of a single-minded focus undermines the ability of the campaign to keep the target engaged.

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Three Threads to the Campaign Message

1. There are no barriers to Muslims following their faith here.
2. The spokespeople value the opportunity they had to succeed in the U.S.
3. The U.S. accepts and welcomes Muslims.

Each of these has merit and can make a contribution to changing attitudes.

~~For Official Use Only~~

11-L-0559/OSD/46697

~~For Official Use Only~~

No Barriers to Faith with Opportunity to Succeed

- Could begin to address current perceptions of life in the U.S. (Gallup 2002).
 - Those in Islamic countries felt the West doesn't have respect for Arabs, Islamic culture or religion
 - A majority had deep-seated disrespect for what they see as the West's undisciplined and immoral lifestyles
 - They felt the West has a weakening of family structure and a decline in social courtesy
 - They also felt the West is unsafe with a high crime and violence.

~~For Official Use Only~~

11-L-0559/OSD/46698

~~For Official Use Only~~

U.S. Accepts and Welcomes Muslims

- The notion of "acceptance" is a potentially rich idea because it provides insight into the U.S.' value system.
- ***Absence of barriers*** is a step removed from that of ***acceptance*** which also encompasses embracing and welcoming into a community.

~~For Official Use Only~~

11-L-0559/OSD/46699

~~For Official Use Only~~

U.S. Accepts and Welcomes Muslims

- Suggests that the U.S. has demonstrable respect for Muslims.
- Could address a majority of those in Islamic countries who felt the West doesn't have respect for Arabs, Islamic culture or religion (Gallup 2002).
- Could also begin to change attitudes about life in the U.S. (discussed previously).

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11-L-0559/OSD/46700

Imbalance in how the Ideas are Presented

Dominant Focus: The spokespeople value the opportunity they had to succeed in the U.S.

Secondary Focus: There are no barriers to Muslims following their faith here.

Mild: Suggestion that the U.S. accepts and welcomes Muslims.

- This is a missed opportunity. The campaign could convey a richer idea about the values the U.S. upholds than is the dominant or secondary idea.

~~For Official Use Only~~

Islam is subordinate to U.S. as a place of opportunity

e – College Student

The dominant focus is on her participation in the local TV station.

The idea that a student can have such a significant role at a TV station is likely to be perceived as unusual and thus will be the more memorable aspect of the execution.

The creative energies emphasize the excitement of the TV station, increasing likelihood that this is what will be most remembered.

While the commercial contains cues to establish that she is Muslim, little is present within her role at the TV station to highlight that she is a Muslim, rather than a fellow student.

~~Use Only~~

Imbalance in how th Ideas are Presente

BACK-UP

The creative energy of the campaign high
notion that the U.S. is a place of oppor

Consequently, the commercials suggest that what
the spokespeople value most is the ability to
prosper.

As such, the campaign is likely to appeal most to
those who value prosperity and opportunity.

Observation

It is important to recognize that by focusing on how Muslims live in the U.S., there is little present to provide the audience with insights into the U.S.' attitudes towards Muslims *outside of its borders.*

Outline for Discussion

Impact of the campaign on the International Muslim population

- Impact of the campaign on Indonesians
- Actions Indicated.

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The Lens of the Indonesian Target(s)

- Tendency is to think of the target as one target, “*Indonesians.*”
- The target is really several distinct subgroups.
- Each subgroup is unique.

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11-L-0559/OSD/46706

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Key Insights into Indonesia and its people

Population

Fourth most populous nation in the world – 220 million+
Highly diverse (300+ languages, 350+ ethnic groups)
Largest Islamic nation – 87% of population

Economy

Slowly recovering from economic collapse of 1998
High rates of unemployment and underemployment.
Most live below the poverty level (85%)
Very small wealthy class (est. 5% of population)
Emerging Middle Class (10% of population)

~~Use Only~~

~~For Official Use Only~~

Key Insights into Indonesia and its people

tion

% Literacy Rate – yet reading habits not developed
Education is highly valued
Less than 4% attend University

There is a growing move toward core Islam.*

1960 – 60% self identified as abangan (Nominal) Late '90's 80% self identified as santri (Conservative).

Islam in Indonesia has a history of tolerance and moderation.*
Movement for Shari'ah and the establishment of an Islamic state have been blunted.

Organizations represent about 30% of the Muslim population.

Nahdlatul Ulama (NU) 35 million members. Loosely run and decentralized.

Muhammadiyah with 30 million Muslims. Centrally controlled, tightly run.

~~se Only~~

*Source: Dr. Hefner

~~For Official Use Only~~

Key Insights into Indonesia and its people

ms – Not one homogenous group

Muslims in Indonesia self-identify into three groups

Nominal (Abangan) 3% of the population. *Abangan* are followers of *Kebatinan* an amalgam of animist, Hindu-Buddhist, and Islamic mystical elements *

Conservative (Santri) 60% of the population Orthodox Muslims, also referred to as *putihan* (white ones), an allusion to their purity, especially contrasted to *abangan* *

Moderate (Neither Abangan or Santri) – 37% of the population

~~Use Only~~

*Source: www.memory.loc.gov Library of Congress, Federal Research Division & Dr. Hefner

11-L-0559/OSD/46709

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Key Insights into Indonesia and its people

Opinions about the US are mixed.*

Positive/Neutral Attitudes re US

There was tertiary split among those who had favorable and unfavorable opinions of the U.S with 28% Favorable, 28% Negative, the rest Neutral.

53% were concerned about a better understanding between Western and Islamic cultures vs 16% who were not concerned.

82% felt that the U.S. was scientifically / technologically advanced

~~Use Only~~

*Gallup Poll 2/16/02

11-L-0559/OSD/46710

Key Insights into Indonesia and its people

- Attitudes about the US are mixed.*
 - Negative Attitudes re U.S.
 - 93% felt that Western Nations did not respect Arab/Islamic values.
 - 86% felt that Western nations did not treat minorities in their society fairly.
 - 71% Felt that Western nations did not have equality for citizens in terms of rights and duties.
 - 91% Felt that Western nations took positions that do not support Arab Causes in International Organizations.
 - Only 10% felt that the U.S. was trustworthy.

The Lens of the Target(s)

- To understand the effect of this campaign in Indonesia, it must be analyzed in context with the attitudes the targets have.

Moderate Muslim	Conservative Muslim
<i>Positive/Neutral Attitudes re US</i>	<i>Positive/Neutral Attitudes re US</i>
<i>Negative Attitudes re US</i>	<i>Negative Attitudes re US</i>

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Net Impact on Targets

	Moderate Muslim	Conservative Muslim
Positive/ Neutral Attitudes re US	The campaign is likely to reinforce current attitudes toward the U.S.	
Negative Attitudes re US		

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Net Impact on Targets

	Moderate Muslim	Conservative Muslim
Positive/ Neutral <i>Attitudes re US</i>	<i>The campaign is likely to reinforce current attitudes toward the US.</i>	
Negative <i>Attitudes re US</i>	<i>The campaign could begin to change attitudes about life in the U.S.</i> <i>Effectiveness is undermined by the concerns raised in this analysis.</i>	

Net Impact on Targets

	Moderate Muslim	Conservative Muslim
Positive/ Neutral Attitudes re US	<i>The campaign is likely to reinforce current attitudes toward the U.S.</i>	<i>The dominant focus on prosperity and the other concerns, undermines the campaign's ability to have much impact on this group.</i>
Negative Attitudes re US	<i>The campaign could begin to change attitudes about life in the U.S. Effectiveness is undermined by the concerns raised in this analysis.</i>	

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Net Impact on Targets

	Moderate Muslim	Conservative Muslim
Neutral US	<i>The campaign is likely to reinforce current attitudes toward the U.S.</i>	<i>The dominant focus on prosperity and the other concerns, undermines the campaign's ability to have much impact on this group.</i>
Positive US	<i>The campaign could begin to change attitudes about life in the U.S. Effectiveness is undermined by the concerns raised in this analysis.</i>	<i>A number of elements in the campaign are likely to reinforce Negative attitudes toward the U.S.</i>

Use Only

Outline for Discussion

- Impact of the campaign on the International Muslim population
- Impact of the campaign on Indonesians
- Actions Indicated

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Actions Indicated

and foremost, determine if advertising is the best vehicle for positively impacting attitudes towards the

If the decision is made to move forward with advertising, it will be imperative to:

Identify the desired concept to convey about the U.S.

- Rather than focusing on the prosperity the U.S. offers, it may be worthwhile to focus on Islam in the U.S. and how Muslims have been embraced.

~~Use Only~~

Actions Indicated

- Other Opportunities:
 - The campaign should be single-mindedly focused on the desired message or the desired perception.
 - It may be desirable to consider shorter commercials that are tightly focused on a strategic idea.
 - Reconsider how directly the ads are associated with the U.S. Government.
 - The further removed from the USG, the less resistant a skeptical audience will be to the message.
 - Titles, Committees and Groups are so prevalent in Indonesia that they may be price-of-entry.
 - Make sure that each spokesperson stands for values that the target holds dear, e.g, Islam and family.
 - The ability of the target to identify with the spokesperson is dependent upon this.

Actions Indicated

- Other Opportunities:
 - Avoid elements that could introduce barriers and prevent the target from identifying with the spokesperson, for example:
 - American Muslim vs. A Muslim in America.
 - Portraying individuals who have opportunities beyond the reach of the target.
 - If aired during a period such as Ramadan, ensure that the commercials are sensitive to this and that the people portrayed are in observance.

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Questions & Discussion

~~Use Only~~

11-L-0559/OSD/46721

~~For Official Use Only~~

Thank You

~~Use Only~~

11-L-0559/OSD/46722

INFO MEMO

USDP(P) 
I-04/0 14293-ES

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: William J. Luti (DUSD/NESA) 

SUBJECT: State Department Analysis Project (DSD Snowflake)

- You asked for our thoughts on the SecDef's snowflake (attached) concerning the State Department's "Vertical Analysis" of its advertising campaign to Muslims.
- This advertising campaign, costing some \$15 million, was undertaken when Charlotte Beers was the Under Secretary of State for Public Diplomacy and the emphasis was on "branding" the United States.
- This is an interesting analysis of State's campaign. It seems to demonstrate that a message resonates only if it promotes a long-term, single-minded focus on the audience's concerns.
 - Because State's TV advertising is a fleeting form of influence, it may deserve a less prominent place in the US public diplomacy arsenal.
- As to "how we ought to organize the Department of Defense to do a better job in that area," perhaps we should:
 - Increase our efforts through the NDU fellows programs to reach and form a cadre of defense officials in foreign countries who will have an in depth understanding of and appreciation for US principles and goals.
 - Support a reinvigorated public diplomacy from the State Department or a new USIA-like agency that will undertake not simply to change perceptions but to engage the new war of ideas on a substantive level.
 - Insure through an information program within OSD that Defense Department personnel themselves understand the terms of this new war of ideas so they can fight it more effectively.

Attachments: As stated

ASD/ISA copy provided

OSD 01934-05

11-L-0559/OSD/46723

010013

8 Nov 04

2505104

January 24, 2005

TO: Paul Butler
FROM: Donald Rumsfeld *DR*
SUBJECT: Note from Kay Katz

Someone handed me this note and this material when I was at the Alfalfa Dinner on Saturday. I do not know the person. I will leave it in your hands to take care of.

Thanks

Attach.
1/22/05 Note from Kay Katz and Panola brochure

DHR:ss
012405-6

.....
Please respond by _____



Phone (318) 340-0800
FAX (318) 340-0911

KAY KELLOGG KATZ
STATE REPRESENTATIVE
DISTRICT 16

HOUSE OF REPRESENTATIVES
STATE OF LOUISIANA

207C LOUISVILLE AVENUE
MONROE, LA 71201-5823
email: larep016@legis.state.la.us

OSD 01944-05

11-L-0559/OSD/46724

460.13

24 Jan 05

22 Jan 05

Sherrod, Jimmy, CIV, WHS/ESCD

From: Sherrod, Jimmy, CIV, WHS/ESCD
Sent: Friday, January 28, 2005 1:21 PM
To: Oliver, Linda, Ms, OSD-ATL
cc: Marriott, William P, CAPT, OSD; Jason Boykin; John Larson
Subject: Rep Kay KelloggKatz.pdf

Ms. Oliver

Attached is the information I discussed with you this morning. Mr. Butler called her office and left a message for her to let her know you would be in touch.

If you have any questions please let me know. Thanks for your help.



Rep Kay Kellogg
Katz.pdf (138 ...)

Jimmy L. Sherrod
Executive Support Office
Executive Services and Communications Directorate

(b)(6)

Tracking:	Recipient	Delivery
	Oliver, Linda, Ms, OSD-ATL	
	Marriott, William P, CAPT, OSD	Delivered: 1/28/2005 1:21 PM
	Jason Boykin	
	John Larson	

CAPT Marriott
Mr. Butler

M 1/28

Sirs:

I spoke to Linda Oliver, Deputy, Small and Disadvantage Business Utilization (SADBU) (b)(6) regarding the attached snowflake. I can fax her the information and she will contact Rep Kay Kellogg Katz as well as the constituent or I can give the Representative a call and inform her that Ms. Oliver will be in contact.

Please advise.

VS
jimmy sherrod

fax

(b)(6)

January 24, 2005

TO: Paul Butler
FROM: Donald Rumsfeld *DR*
SUBJECT: Note from Kay Katz

Someone handed me this note and this material when I was at the Alfalfa Dinner on Saturday. I do not know the person. I will leave it in your hands to take care of.

Thanks

Attach.
1/22/05 Note from Kay Katz and Panola brochure

DHR:ss
012405-6

.....
Please respond by _____



Phone (318) 340-0800
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KAY KELLOGG KATZ
STATE REPRESENTATIVE
DISTRICT 16

HOUSE OF REPRESENTATIVES
STATE OF LOUISIANA

207C LOUISVILLE AVENUE
MONROE, LA 71201-5823
email: larep016@legis.state.la.us

400.13

02 Jan 05

Jan 22

400.13

Mr. Secretary,

This note is in regard to a company from Northeast Louisiana who sells to the military through a broker in California.

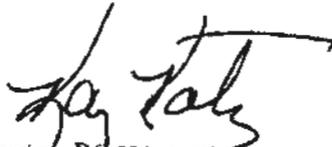
Is there some way we can get this company on the Military Procurement list so they can sell directly. (PANOLA)

I have no personal involvement with this company - but I am aware that this company operates in an area of extreme unemployment (over 20%) and has a majority of minority employees.

Could you have someone give me a contact to whom I can pursue this matter.

OSD 01944-05

Thank you for your service to our country.

Sincerely, 

22 JAN 05

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Office 318-340-0800

Quantity	Case/Pack	Description	Case Price	Unit Price	Total Amount
_____	12/16oz.	Panola Red Beans & Rice Mix	\$19.80	\$ 1.65	_____
_____	12/16 oz.	Panola Black Turtle Bean Soup Mix	\$19.80	\$ 1.65	_____
_____	12/16 oz.	Panola 14 Bean & Pea Soup Mix	\$19.80	\$ 1.65	_____
_____	12/10 oz.	Panola Cajun Rice (Jambalaya) Mix	\$15.60	\$ 1.30	_____
_____	12/6 oz.	Panola Creole Gumbo Mix	\$21.00	\$ 1.75	_____
_____	12/6 oz.	Panola Seafood Boil Mix (2/3 oz. Bags)	\$12.60	\$ 1.05	_____
_____	12/10 oz.	Panola Fish Fry Mix	\$13.20	\$ 1.10	_____
_____	2/10#	Panola Popcorn Rice	\$1 8.40	\$ 9.20	_____
_____	10/2 #	Panola Popcorn Rice	\$20.70	\$ 2.10	_____
_____	10/2 #	Panola Brown Popcorn Rice	\$20.70	\$ 2.10	_____
_____	4/5#	Panola Popcorn Rice	\$19.55	\$ 4.90	_____

_____		Panola T-shirt With Logo On Front		\$ 7.50	_____
_____		Panola Pocket T-shirt S M LG XLG XXLG		\$10.50	_____
_____		Panola Sweat Shirt S M LG XLG XXLG		\$19.00	_____
_____		Panola Apron		\$13.55	_____
_____		Panola Ball Cap		\$10.50	_____
_____	12/5 oz.	Panola Gourmet Jelly Beans	\$21.60	\$ 1.80	_____
_____	12/5 oz.	Panola Jalapeno Jelly Beans	\$21.60	\$ 1.80	_____
_____	12/4 oz.	Panola Jalapeno Jelly	\$27.00	\$ 2.25	_____

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ORDER

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address

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address

PAYMENT Visa MasterCard Tax ID# _____

check or money order enclosed Amount (include other side) _____

Expiration Date: _____ LA tax where applicable _____

Acct. No.: _____ S&H _____

Signature: _____ Total _____

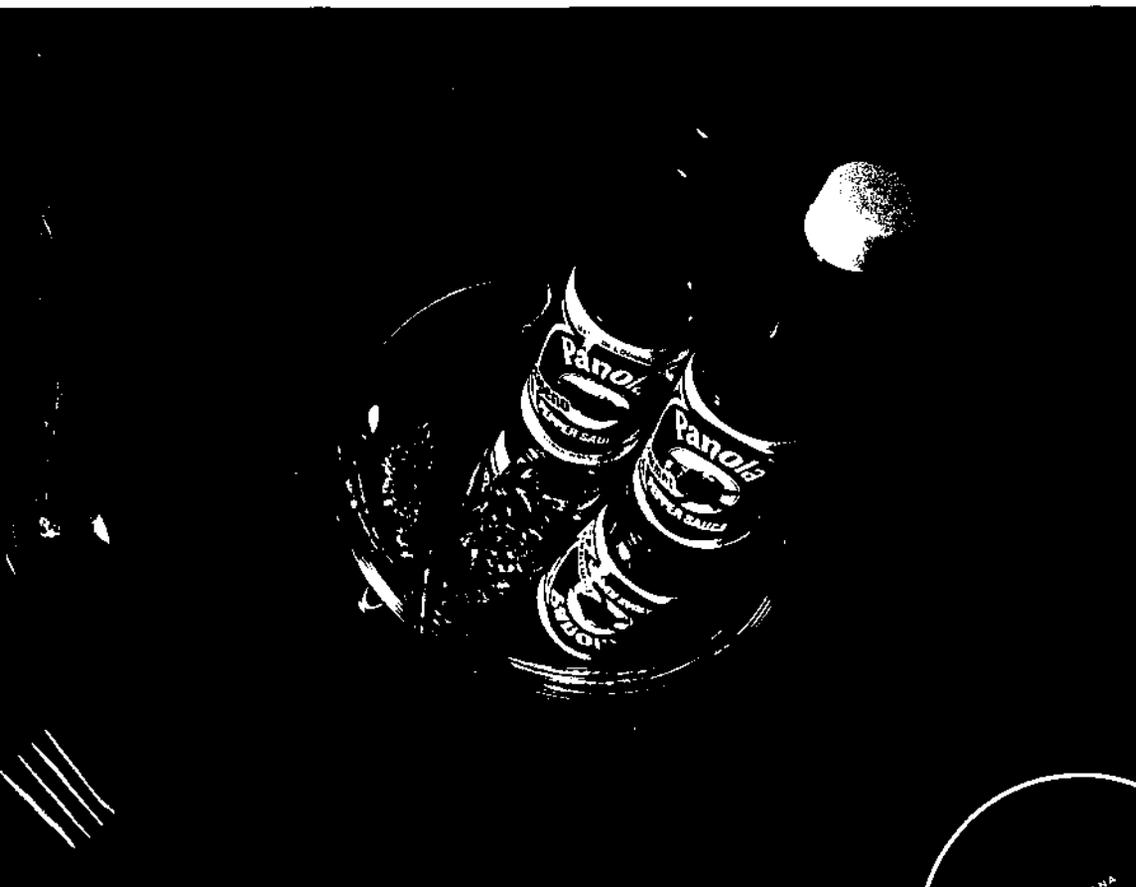
PRICE LIST WHOLESALE

Quantity	Case/Pack	Description	Case Price	Unit Price	Total Amount
_____	12/5 oz.	Panola Gourmet Pepper Sauce	\$15.60	\$ 1.30	_____
_____	12/1.7 oz.	Panola Gourmet Pepper Sauce	\$ 5.64	\$.47	_____
_____	12/5 oz.	Panola Jalapeno Pepper Sauce	\$15.60	\$ 1.30	_____
_____	12/1.7 oz.	Panola Jalapeno Pepper Sauce	\$ 5.64	\$.47	_____
_____	12/5 oz.	Panola Green Pepper Sauce	\$15.60	\$ 1.30	_____
_____	12/5 oz.	Panola Red Pepper Sauce	\$15.60	\$ 1.30	_____
_____	24/6 oz.	Panola Cajun Hot Sauce	\$ 7.20	\$.30	_____
_____	12/12 oz.	Panola Cajun Hot Sauce	\$ 7.20	\$.60	_____
_____	12/1.7 oz.	Panola Cajun Hot Sauce	\$ 5.40	\$.45	_____
_____	24/6 oz.	Panola Cajun Jalapeno Hot Sauce	\$ 7.20	\$.30	_____
_____	12/1.7 oz.	Panola Cajun Jalapeno Hot Sauce	\$ 5.40	\$.45	_____
_____	24/6 oz.	Panola Garlic Hot Sauce	\$18.00	\$.75	_____
_____	24/6 oz.	Panola Extra Hot Hot Sauce	\$18.00	\$.75	_____
_____	12/1.7 oz.	Panola Extra Hot Hot Sauce	\$ 5.40	\$.45	_____
_____	24/6 oz.	Vampire Hot Sauce	\$18.00	\$.75	_____
_____	12/1.7 oz.	Vampire Hot Sauce	\$ 5.64	\$.47	_____
_____	24/6 oz.	Bat's Brew Hot Sauce	\$18.00	\$.75	_____
_____	12/1.7 oz.	Bat's Brew Hot Sauce	\$ 5.64	\$.47	_____
_____	12/5 oz.	Panola Ten Point Hot Sauce	\$15.60	\$ 1.30	_____
_____	12/1.7 oz.	Panola Ten Point Hot Sauce	\$ 5.64	\$.47	_____
_____	12/5 oz.	Clearly Hot Sauce	\$15.60	\$ 1.30	_____
_____	12/1.7 oz.	Clearly Hot Sauce	\$ 5.64	\$.47	_____
_____	24/6 oz.	Panola Worcestershire Sauce	\$12.00	\$.50	_____
_____	24/6 oz.	Panola Soy Sauce	\$14.00	\$.60	_____
_____	12/8 oz.	Panola Chicken Wing Sauce	\$16.20	\$ 1.35	_____
_____	12/18 oz.	Panola Barbecue Sauce	\$21.60	\$ 1.80	_____
_____	12/110 oz.	Panola Steak Sauce	\$15.85	\$ 1.32	_____
_____	12/15 oz.	Spicy & Sweet Mango Hot Sauce	\$15.60	\$ 1.30	_____
_____	4/6 oz.	Variety Pack	\$11.70	\$ 1.95	_____
_____		(Extra Hot, Cajun Hot, Cajun Jalapeno, Wor			
_____	12/8 oz.	Panola Liquid Seafood Boil	\$15.60	\$ 1.30	_____
_____	12/9 oz.	Jalapeno Stuffed Olives	\$28.50	\$ 2.38	_____
_____	12/9 oz.	Habanero Stuffed Olives	\$28.50	\$ 2.38	_____
_____	12/9 oz.	Garlic Stuffed Olives	\$28.50	\$ 2.38	_____
_____	12/9 oz.	Pimento Stuffed Olives	\$28.50	\$ 2.38	_____
_____	12/9 oz.	Onion Stuffed Olives	\$28.50	\$ 2.38	_____
_____	12/9 oz.	Gourmet Martini Olives	\$28.50	\$ 2.38	_____
_____	12/9 oz.	Blue Cheese Stuffed Olives	\$30.00	\$ 2.50	_____
_____	12/9 oz.	Pickled Garlic	\$36.00	\$ 3.00	_____
_____	12/9 oz.	Spicy Sweet Jalapeno Peppers	\$20.60	\$ 1.70	_____
_____	12/12 oz.	Sliced Jalapeno	\$13.10	\$ 1.09	_____
_____	12/12 oz.	Whole Jalapeno	\$11.90	\$.99	_____
_____	12/6 oz.	Panola Whole Green Tabasco Peppers	\$15.00	\$ 1.25	_____
_____	12/6 oz.	Panola Whole Red Tabasco Peppers	\$15.00	\$ 1.25	_____
_____	12/4 oz.	Jalapeno Mustard	\$14.00	\$ 1.16	_____
_____	12/9 oz.	Jalapeno Mustard	\$21.60	\$ 1.80	_____
_____	12/8 oz.	Jalapeno Mustard (Squeeze Bottle)	\$12.00	\$ 1.00	_____
_____	12/4 oz.	Habanero Mustard	\$14.00	\$ 1.16	_____
_____	12/9 oz.	Habanero Mustard	\$21.60	\$ 1.80	_____
_____	12/8 oz.	Habanero Mustard (Squeeze Bottle)	\$14.00	\$ 1.20	_____
_____	48/1.7 oz.	Spicy Potato Sticks	\$24.00	\$.50	_____

_____	12/4.5 oz.	Panola Poultry Seasoning	\$16.00	\$ 1.34	_____
_____	12/4.5 oz.	Panola Meat Seasoning	\$16.00	\$ 1.34	_____
_____	12/4.5 oz.	Panola Lemon Pepper Seasoning	\$18.00	\$ 1.50	_____
_____	12/2.25 oz.	Panola Worcestershire Seasoning	\$16.00	\$ 1.34	_____
_____	12/3 oz.	Panola Blackened Fish Seasoning	\$16.00	\$ 1.34	_____



MORE! >



arty, robust — the only hot sauce that's gently cooked to bring out the fullest of
on all your favorite foods. So, set your table today with the very finest in flavor!

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11-L-0559/OSD/46731

11-L-0559/OSD/46732

A COMPANY STORY



We invite you to tell us how you feel about our products and what you'd like to see from us.
So let us hear from you. Bon appetit!

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11-L-0559/OSD/46733

11-L-0559/OSD/46734

FLAVOR: PANOLA DOES IT BETTER.

They have a personality all their own.

And they should! So, we introduce Panola Gourmet Barbecue Sauce as a wonderfully tangy, smoke-flavored sauce for that gourmet barbecue sauce you've always longed for.

Our Panola Steak Sauce is for your perfect cut of meat. We have the perfect blend of ingredients to make you reach for more pleasure. Our Panola 10-Point Hot Sauce is specially blended for the outdoorsman - big game meat or grilled burgers - watch out! It's easy to over indulge.



Panola
Gourmet

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Some foods just call for a different kind of seasoning! Our Spicy and Sweet Mango Hot Sauce, for instance, gives foods like chicken, rice, shrimp and Chinese dishes a delightfully exciting taste. It's also great for marinating our favorite fish before grilling. Our Clearly Hot Sauce combines vinegar, onion juice and garlic juice with just enough pepper heat, to make a wonderful addition to foods like greens, peas, broccoli, green salads and even spice up any barbecue meat. Our Green and Red Pepper Sauce are two of the hottest sauces that we make. The Green Pepper Sauce is made from the green Tabasco pepper with our own personal touch of garlic and onion to give a warm welcome when you need it most. The Red Pepper Sauce is the older brother to the Green Pepper Sauce in that we use the red Tabasco pepper to achieve the flavor and heat level!

**arty, robust — the only hot sauce that's gently cooked to bring out the fullest of
s on all your favorite foods. So set your table today with the very finest in flavor!**

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11-L-0559/OSD/46736

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32
PEPPER
PEPPER
FROM
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Want to pep up any dish, try any one of our pepper products!
Whole and Sliced Jalapeno Peppers, and Green and Red Tabasco
will guarantee you red hot raves! The seasoned vinegar will add
soups, salads and vegetables. And our peppers can be used in any
where hot peppers are needed. So, pick a poppy pepper from Panola!

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11-L-0559/OSD/46738

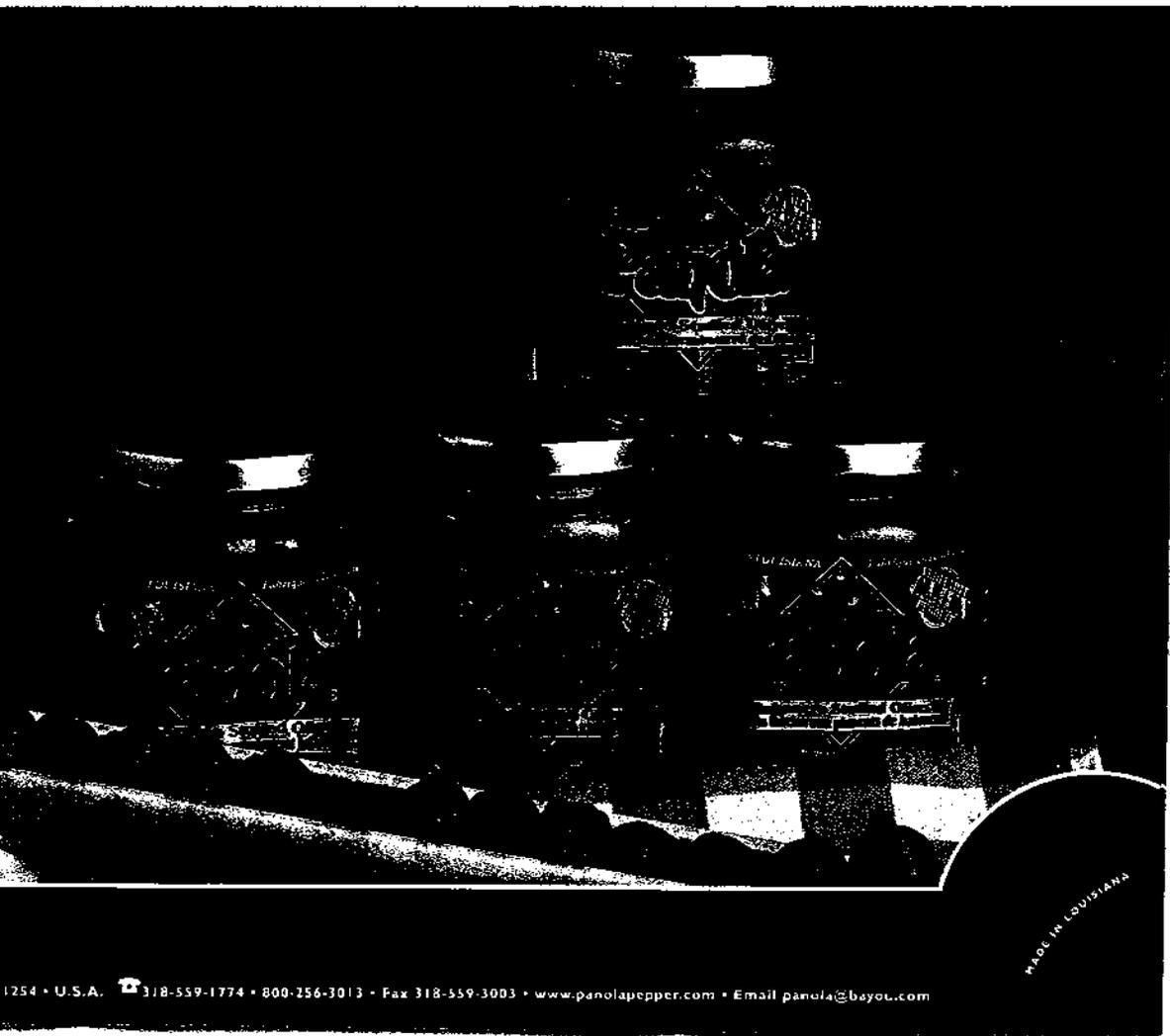
**THE RICE WITH THE DELICATE
AND PLEASING AROMA
OF POPCORN!**



Our Louisiana
Gourmet Popcorn Rice is a
wonderfully light, full-flavored, even-
textured long grain rice with a delicate
popcorn aroma. It combines the appeal of
the texture of Louisiana long grain rice
with the flavor and aroma of Asian
Basmati rice, a centuries-old
favorite in the Far East. Try it!
It makes a delightful side dish —
so easy to prepare and so light
and fluffy and flavorful.
It might just pop into your
head for tomorrow's dinner.
Available in white or brown rice.



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MADE IN LOUISIANA

11-L-0559/OSD/46739

11-L-0559/OSD/46740



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FAMILY TO YOURS.



mixes and seasonings to make your meals "come alive" with flavor. Read-Mixes and Seasonings with
fish and poultry a delightful new taste! Try out the whole Panola family and great new tastes!

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MADE IN LOUISIANA

11-L-0559/OSD/46741

~~FOUO~~

October 14, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: Article by Bruce Gelb

080

Please have someone dig up an article by Bruce Gelb on USIA. Apparently he is interested in the subject and I want to talk to him about it.

Thanks.

DHR:as
101404-4

.....
Please respond by 10/22/04

~~FOUO~~

OSD 01945-05

140CT04

11-L-0559/OSD/46742

720
~~FOUO~~

October 14, 2004

TO: Matt Latimer, Larry D. Rife
FROM: Donald Rumsfeld DR
SUBJECT: Bullet Points in Speeches

When we are doing speeches whether on paper or cards, to the extent there is a series of points being made, they should be separated and made bullet points so that when I read them and present them, it is easier to see it.

Thanks.

DHR:es
101404-3

.....
Please respond by _____

~~FOUO~~

11-L-0559/OSD/46743

OSD 01947-05

72

~~FOUO~~

October 14, 2004

TO: Bill Luti
FROM: Donald Rumsfeld *DR*
SUBJECT: Photo of Korean Peninsula

Korea

If I've not already done so, I want to send the satellite photo of the Korean Peninsula to the Korean General, the Crown Prince of Bahrain and all the MODs who were at the dinner with the Crown Prince of Bahrain.

Thanks.

DHR:es
101404-19

.....
Please respond by _____

~~FOUO~~

14 Oct 04

OSD 01948-05

11-L-0559/OSD/46744

JAN 28 2005

TO: GEN John Abizaid

cc: Gen Dick Myers

FROM: Donald Rumsfeld 

SUBJECT: Afghanistan

I'm ready anytime to hear your way forward in Afghanistan.

Thanks.

DHR:ss
012705-15

.....
Please respond by 2/10/05

Afghanistan

28 Jan 05

FOUO

January 28,2005

TO: The Honorable Dr. Condoleezza Rice
FROM: Donald Rumsfeld *DR*
SUBJECT: LTG Ward

Condi—

Here's the background sheet on General "Kip" Ward. He's first rate, and if you want to go ahead as discussed, it's fine with us.

Thanks.

Attach.
Background Sheet for LTG Ward

DHR:dh
012705-23

OSD 01964-05

FOUO

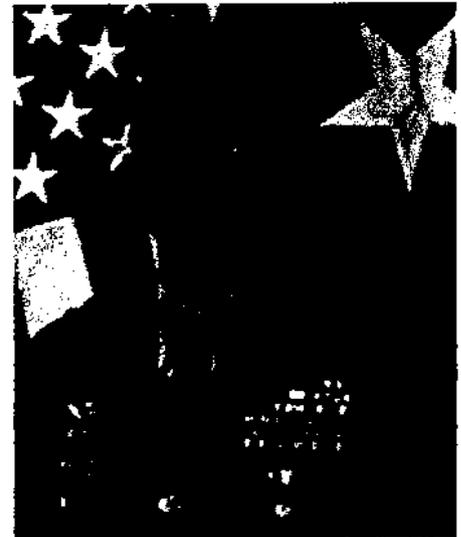
11-L-0559/OSD/46746



United States Army

Lieutenant General WILLIAME E. WARD

**Deputy Commanding General/Chief of Staff
United States Army Europe and Seventh Army
APOAE 09014
since November 2003**



SOURCE OF COMMISSIONED SERVICE ROTC

MILITARY SCHOOLS ATTENDED

Infantry Officer Basic and Advanced Courses
United States Army Command and General Staff College
United States Army War College

EDUCATIONAL DEGREES

Morgan State U - BA - Political Science
Pennsylvania State University - BA - Political Science

FOREIGN LANGUAGE None recorded

<u>IC</u>	<u>DATES OF APF</u>
2LT	6 Jun 71
1LT	9 Oct 72
CPT	9 Jun 75
MAJ	1 Jan 83
LTC	1 Feb 89
COL	1 Jun 92
BG	1 Mar 96
MG	1 Feb 99
LTG	8 Oct 02

MAJOR DUTY ASSIGNMENTS

<u>FROM</u>	<u>TO</u>	<u>ASSIGNMENT</u>
Sep 71	Dec 72	Rifle Platoon Leader, later Executive Officer, A Company, 3d Battalion, 325th Infantry, 82d Airborne Division, Fort Bragg, North Carolina
Dec 72	May 74	Anti-Tank Platoon Leader, later Motor Officer, 3d Battalion, 325th Infantry, 82d Airborne Division, Fort Bragg, North Carolina
May 74	Oct 74	Liaison Officer, 2d Brigade, 82d Airborne Division, Fort Bragg, North Carolina
Oct 74	Apr 76	Rifle Platoon Leader, B Company, later Commander, C Company, 1st Battalion (Mechanized), 17th Infantry, 2d Infantry Division, Eighth United States Army, Korea

Lieutenant General WILLIAM E. WARD

Apr 76	Dec 76	Student, Infantry Officer Advanced Course, United States Army Infantry School, Fort Benning, Georgia
Dec 76	Nov 78	Student, Pennsylvania State University, University Park, Pennsylvania
Nov 78	Apr 82	Instructor of Social Sciences, later Assistant Professor, Department of Social Sciences, United States Military Academy, West Point, New York
Apr 82	Jun 83	Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
Aug 83	May 85	S-4 (Logistics), 210th Field Artillery Brigade, VII Corps, United States Army Europe and Seventh Army, Germany
May 85	Jun 86	Executive Officer, United States Army Military Community Activity - Aschaffenberg, United States Army Europe and Seventh Army, Germany
Jun 86	Jun 87	Executive Officer, 1st Battalion (Mechanized), 7th Infantry, 3d Infantry Division, United States Army Europe and Seventh Army, Germany
Jul 87	Oct 88	Staff Officer (Logistics), Office of the Deputy Chief of Staff for Logistics, United States Army, Washington, DC
Oct 88	Jul 91	Commander, 5th Battalion, 9th Infantry, 2d Brigade, later G-4 (Logistics), 6th Infantry Division (Light), Fort Wainwright, Alaska
Aug 91	Jun 92	Student, United States Army War College, Carlisle Barracks, Pennsylvania
Jun 92	Jun 94	Commander, 2d Brigade, 10th Mountain Division (Light), Fort Drum, New York and OPERATION RESTORE HOPE, Mogadishu, Somalia
Jul 94	Jul 95	Executive Officer to the Vice Chief of Staff, United States Army, Washington, DC
Jul 95	Sep 96	Deputy Director for Operations, National Military Command Center, J-3, The Joint Staff, Washington, DC
Sep 96	Feb 98	Assistant Division Commander (Support), 82d Airborne Division, Fort Bragg, North Carolina
Feb 98	Jul 99	Chief, Office of Military Cooperation, Egypt, American Embassy, Egypt
Jul 99	Nov 00	Commanding General, 25th Infantry Division (Light) and United States Army, Hawaii, Schofield Barracks, Hawaii
Nov 00	Oct 02	Vice Director for Operations, J-3, The Joint Staff, Washington, DC
Oct 02	Oct 03	Commander, Stabilization Force and OPERATION JOINT FORGE, Sarajevo, Bosnia-Herzegovina

SI ARY OF JOINT ASSIGNMENTS

	<u>Dates</u>	<u>Grade</u>
Deputy Director for Operations, National Military Command Center, J-3, The Joint Staff, Washington, DC	Jul 95 - Sep 96	Colonel/ Brigadier General
Chief, Office of Military Cooperation, Egypt, American Embassy, Egypt	Feb 98 - Jul 99	Brigadier General/ Major General
Vice Director for Operations, J-3, The Joint Staff, Washington, DC	Nov 00 - Oct 02	Major General
Commander, Stabilization Force, OPERATION JOINT FORGE, Sarajevo, Bosnia-Herzegovina (no joint credit)	Oct 02 - Oct 03	Lieutenant General

Lieutenant General WILLIAM E. WARD

US DECORATIONS AND BADGES

Defense Distinguished Service Medal
Distinguished Service Medal
Defense Superior Service Medal (with 2 Oak Leaf Clusters)
Legion of Merit (with 2 Oak Leaf Clusters)
Defense Meritorious Service Medal
Meritorious Service Medal (with 6 Oak Leaf Clusters)
Joint Service Commendation Medal
Army Commendation Medal (with 3 Oak Leaf Clusters)
Army Achievement Medal (with Oak Leaf Cluster)
Combat Infantryman Badge
Expert Infantryman Badge
Master Parachutist Badge
Joint Chiefs of Staff Identification Badge
Army Staff Identification Badge

As of 27 January 2005

October 4, 2004

TO: Ken Krieg
FROM: Donald Rumsfeld *DR*
SUBJECT: CIO

02006M

What is the next step in the Kasich Group and the CIO for the Department?

And how do we empower a CIO for the Department?

Thanks.

Attach.
8/13/04 Ken Krieg Memo to SecDef re: Snowflake Response on CIO

DHR:ss
100404-19

.....
Please respond by 10/29/04

*Sir,
Response attached.
✓/n
LT Col Langyel
10/25*

4 OCT 04

OSD 01970-05

October 25, 2004

MEMORANDUM FOR SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Ken Krieg 

SUBJECT: CIO (Kasich Group) Snowflake

This memorandum is in response to your questions in subject snowflake. The views are mine alone. My first question – and the key insight from the roundtable discussion – is will this area be one of your key priorities in the next period of time? The clear consensus was that the effectiveness of the CIOs stemmed from the commitment of their CEOs to this area. Assuming that it will be in the top tier (a crowded level, I realize), here are some thoughts on your two questions.

How do we empower a CIO for the Department?

To be effective, the CIO must be perceived as a DoD vice OSD official. The CIOs worldview has to be broad (operational and business, now and in the future), his focus has to be on customers (joint war fighters and key decision-makers), and his style has to be balanced (integrating strategy vice advocating specific programs). There are three areas of empowerment – perceived authority, actual authority, and the individual's capability to use the authority.

- Perceived authority is derived from the Secretary by the level of the position, in part, and, more fully, by the time and attention you give to it. The CIO is now a dual-hat position with the Assistant Secretary for Networks and Information Integration. I would respectfully argue that the role is a little lost in the noise right now.
- Actual authorities probably could be strengthened in three areas -- by practice more than by legislation:
 1. The establishment of a DoD implementation strategy led by the CIO and agreed to by the SLRG/SEC – setting out direction, standards, and responsibilities. This should be of the 500-day variety vice the “hard-to-measure” grand strategy statements.
 2. The CIO would oversee implementation of the strategy and report regularly to you (and the SLRG/SEC) on performance and accountability.
 3. To add a little pressure to the system, you should establish dual-reporting lines for the component CIOs linking them to both the Component heads (i.e., Service Secretaries, etc.) and the DoD CIO.

OSD 01970-05

11-L-0559/OSD/46751

0204M

25 Oct 04

4 OCT 04

- The individual's capability to use that authority will come from picking the right person. This is a key hire.

Much of this is in the Department's control. To work, the CIO will have to be and be seen as a key member of the senior leadership group.

What is the next step in the Kasich Group?

As we work through this issue, I think we can use John and his team in the following ways:

- As a red team to bounce development ideas off of.
- Potentially help with the personnel search.
- Use a combination of CIOs plus their chairman for a "seminar discussion" with SLRG at kick-off for a QDR topic.
- Lastly, you might think about bringing one or two of them on either DBB or DSB.

Hope this helps.

FOUO

NOV 1 0 2005

TO: Steve Bucci
CC: CAPT Tom MASCOLO
FROM: Donald Rumsfeld

SUBJECT: Note and Photo for Sergey

Next time I see Sergey at a NATO meeting be sure the attached note and photo are brought along for me to give to him.

Thanks.

Attach Note from SecDef to Sergey Ivanov

DHR:ss
110905-07

We can date-stamp this and make a copy for our records if you are going to hand deliver.

Yes to it (b)(6)

0600SD

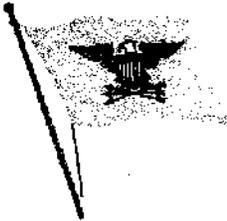
10 NOV 05

815 B06

OSD 01978-06

FOUO

11-L-0559/OSD/46753



THE SECRETARY OF DEFENSE
WASHINGTON

FEB 8 2006

060SD

Sergey Ivanov
Minister of Defense
Russian Federation
Moscow, Russia

Dear Sergey,

Your friend, Joyce, received the Navy shirt and hat, and she is most appreciative.

She ~~was~~ inspired to visit the Russia exhibit in Washington, D.C., and sends along this note and proof.

Regards,

Enclosure

8 FEB 06

OSD 01978-06

11-L-0559/OSD/46754

11-L-0559/OSD/46755



OSD 01978-06



OSD 01978-06



RUSSIA!

Ivan Kramskoy, Unknown Woman, 1883. Oil on canvas.
75.5 x 99 cm. The State Tretyakov Gallery, Moscow
Photo © The State Tretyakov Gallery

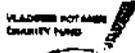


1 0 0 0 5 8 9
Printed in USA

*This was a beautiful
exhibition. I thought
of all time in
St. Petersburg.
Come visit us*

*Sincerely,
Jay*

Wade provided by



Major sponsorship



Transportation assistance

Media partner: Thomson/NET

11-L-0559/OSD/46756

GuggenheimMUSEUM

JAN 31 2005

TO: Gen Dick Myers
 CC: GEN John Abizaid
 FROM: Donald Rumsfeld *DR*
 SUBJECT: Afghanistan

I think it is critically important that we, very promptly, have a plan for the rest of this year in Afghanistan. If we announce it and it is a good plan, it can have a positive effect in Iraq.

Thanks.

DHR:ss
 012805-11

.....
 Please respond by 2/10/05

AFGHANISTAN

OSD 01986-05

31 Jan 05

3AN 3 1 2005

TO: The Honorable Dr. Condoleezza Rice
Stephen J. Hadley

FROM: Donald Rumsfeld *DR*

SUBJECT: Morning Phone Call

334M56

It seems the NSC Advisor is often called away from our morning phone calls by the President.

Why don't we change the time, and have it at 7:00 am, rather than 7:15 am. Possibly, you could work it out with the President, Steve, so you could see him at 7:15 or 7:20 am, rather than in the middle of the calls.

DHR:ss
012805-29

31Jan05

OSD 01987-05

JAN 31 2005

TO: GEN John Abizaid

CC: Gen Dick Myers

FROM: Donald Rumsfeld *DR*

SUBJECT: Musharraf

I talked to Porter Goss. He agrees the information we discussed should go to Musharraf and thinks you are probably the person to do it. He would like to go with you. Why don't you talk to him and work something out.

Thanks.

DHR:ss
012805-15

.....
Please respond by 2/3/05

PORTER GOSS

OSD 01988-05

31 Jan 05

~~FOUO~~

JAN 31 2005

TO: Stephen J. Hadley

FROM: Donald Rumsfeld *D.*

SUBJECT: New NSPD

I think we need a new NSPD for the GWOT.

DHR:ss
012805-17

000.5-

OSD 01989-05

31 Jan

FOUO

11-L-0559/OSD/46760

1 March 2005

TO: Gen Dick Myers

FROM: Donald Rumsfeld *DR*

SUBJECT: Congressional Meeting re: Reserve Component Management

You ought to be aware of this memo on the meetings that were held with Senators Warner and Levin regarding LTG Helmly's memo.

Thanks.

Attach.

1/28/05USD(P&R) memo to SecDef [OSD 01995-05]

DHR:dh
022805-13

.....
Please respond by _____

326

1 Mar 05 28 Jan 05

131 n88



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

2005 JAN 31 AM 8:59

PERSONNEL AND
READINESS

INFO MEMO

January 28, 2005 - 9:00 AM

Paul Butler
1/31
pus

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: DR. DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE
(PERSONNEL AND READINESS) *David S. C. Chu*

SUBJECT: Meeting with Senators Warner and Levin on Reserve
Component Management

- At Senator Warner's request, Charlie Abell led a Departmental delegation for a discussion of Reserve Component management, triggered by the controversy over LTG Helmly's memorandum. Charlie's report is attached.
- Keypoints:
 - Senators Warner and Levin accepted the positive outlook presented by the Department.
 - Both would strenuously oppose any efforts to change the period of involuntary Reserve service from 24 cumulative months to 24 consecutive.
 - LTG Blum played a very important role in the success.

RECOMMENDATION: Information Only

Attachment
As stated

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

MA 88	BMA DSD	2/1	
TSA SD	SA DSD	1/31	
EXEC SEC	M 1/31		
ESR MA	7/31		



I do not believe LTG Helmly's contributions damaged the positive tone of the meeting.

Senators Warner and Levin asked whether SecDef would say publicly that he has no plan to change the 24 cumulative month mobilization policy. I said that I believe he would. Senator Warner said he and Senator Levin may send SecDef a letter asking this question.

I do not anticipate further SASC action on these issues, however, SecDef will likely get questions on the 24 cumulative month mobilization policy and recruiting status during the posture hearings next month.



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

075 1103 11 05 57

PERSONNEL AND
READINESS

INFO MEMO

January 28, 2005 - 9:00 AM

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: DR. DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE
(PERSONNEL AND READINESS) *David S. C. Chu*

SUBJECT: Meeting with Senators Warner and Levin on Reserve
Component Management

- At Senator Warner's request, Charlie Abell led a Departmental delegation for a discussion of Reserve Component management, triggered by the controversy over LTG Helmly's memorandum. Charlie's report is attached.
- Keypoints:
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 2. Both would strenuously oppose any efforts to change the period of involuntary Reserve service from 24 cumulative months to 24 consecutive.
 3. LTG Blum played a very important role in the success.

RECOMMENDATION: Information Only

Attachment
As stated

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





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

PERSONNEL AND
READINESS

January 13, 2005

MEMORANDUM FOR DR. DAVID S. C. CHU, USD (P&R)

FROM: CHARLES S. ABELL, PDUSD (P&R) 1-13-05

SUBJECT: Meeting with Senators Warner and Levin regarding Lieutenant General Helmly's memo.

Yesterday Dick Cody and I led a delegation to discuss LTG Helmly's memo that alleges that the Army Reserve is broken and Army and DOD policies are hindering his management of the Army Reserve Force. This meeting was at the request of Senators Warner and Levin. Tom Hall, Regi Brown, LTG Steve Blum and LTG James Helmly attended as well.

Overall the meeting went well. Senators Warner and Levin seemed satisfied.

I made several points. First I made it clear that SecDef has not received any request to nor any plans to change the 24 cumulative month mobilization policy; that the reserve force, while stressed as are all ground forces, is not broken; that retention continues at historically high levels; and that recruiting remains a challenge but that we are closely watching the statistics monthly and making policy, compensation and manpower adjustments as necessary to meet the annual recruiting goals.

Senator Warner and Senator Levin are very supportive of the 24 cumulative month mobilization policy. At one point, Senator Warner said, "if you were to change the policy to 24 consecutive months, we will be all over you, coming down on the Department like a ton of bricks."

General Cody gave a good briefing on how extensively the Army is committed around the world. He told the Senators that the Army could meet their commitments and Combatant Commander requirements including sourcing of the OIF 05-07 rotation.

LTG Steve Blum was very helpful. His contributions were strong, positive and consistent with the Department's views. He said he was working the recruiting challenge very hard and expected to make his recruiting numbers.

LTG Helmly was not as positive. He clearly told the Senators that he expected the Army Reserve to miss the annual recruiting goals and the end strength numbers. His tone was sour and his outlook pessimistic.

11-L-0559/OSD/46765

I do not believe LTG Helmly's contributions damaged the positive tone of the meeting.

Senators Warner and Levin asked whether SecDef would say publicly that he has no plan to change the **24** cumulative month mobilization policy. I said that I believe he would. Senator Warner said he and Senator Levin may send SecDef a letter asking this question.

I do not anticipate further **SASC** action on these issues, however, SecDef will likely get questions on the **24** cumulative month mobilization policy and recruiting status during the posture hearings next month.

October 25, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld
SUBJECT: Log



I look forward to receiving the log of all the dollars that I have paid that I need not have, so we have that up-to-date.

Thanks.

DHR:ss
102504-16



Please respond by _____

117005

25 OCT 04

file

October 25, 2004

885

322

TO: Gen Dick Myers
FROM: Donald Rumsfeld *DR*
SUBJECT: Implementation of Decisions

If the President and the Secretary of Defense make a decision to do something, the Secretary and the Chairman communicate it to the Combatant Commanders, and then the Services don't support it - there's a problem. How do we fix that problem?

Thanks.

DHR:ss
102504-11

.....
Please respond by 10/29/04

1 Dec

JFcom Brief
Closes this
section.
[Signature]

2504704

December 1, 2004

TO: Jim Haynes
FROM: Donald Rumsfeld *DR*
SUBJECT: Military Recruiters on Campus

340

The attached article talks about Harvard Law School barring military recruiters on campus. What can we do about that?

Thanks.

Attach.

Associated Press. "Harvard Law ~~Bans~~ Service Recruiters," *Los Angeles Times*, December 1, 2004.

DHR:dh
120104-18

.....
Please respond by 12/16/04

1 Dec 04



GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
1600 DEFENSE PENTAGON
WASHINGTON, D. C. 20301-1600

INFO MEMO

January 28, 2005, 3:00 PM

GENERAL COUNSEL

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel *WJ Haynes*

SUBJECT: Military Recruiting at Harvard Law School

- You asked about military recruiting at Harvard Law School in light of the recent decision of the U. S. Court of Appeals for the Third Circuit finding the Solomon Amendment unconstitutional and preliminarily enjoining its enforcement.
- The Dean of the Harvard Law School is reported as stating that colleges and universities are now free to bar recruiters without fear of losing federal money and Harvard can again enforce its nondiscrimination policy without exception.
- If that report is accurate, Harvard Law School would revert to its pre-2001 recruiter-access policy:
 - o The military, unlike other employers, was not allowed to participate in school-sponsored job fairs.
 - o Assistance to military recruiters was solely dependent upon volunteer student organizations.
 - o School assistance involving notices and publicity about visits by potential employers was denied to military recruiters.
- Although Harvard Law School is not located within the Third Circuit's geographic jurisdiction (Pennsylvania, New Jersey, Delaware, and the Virgin Islands), the Department of Justice and DoD are currently evaluating whether a preliminary injunction would apply because members of the Harvard faculty and Harvard student organizations are plaintiffs in the lawsuit. Regardless, DoD and DoJ will vigorously seek reversal of the Court's decision.
- DoJ is seeking Supreme Court review of the Third Circuit's decision. In the interim, the Third Circuit has tentatively agreed to stay its mandate until the Supreme Court decides whether to hear the case.

COORDINATION: None.

Prepared By: John J. Sullivan, DGC (LC), (b)(6)



11-L-0559/OSD/46770

OSD 02014-05

340

28 Jan 05

1 Dec 04

December 1, 2004

TO: Jim Haynes
FROM: Donald Rumsfeld *DL*
SUBJECT: Military Recruiters on Campus

The attached article talks about Harvard Law School barring military recruiters on campus. What can we do about that?

Thanks.

Attach.

Associated Press, "Harvard Law Bars Service Recruiters," Los Angeles *Times*, December 1, 2004.

DHR:dh
120104-18

.....
Please respond by 12/16/04

720
FOUO

file

October 20, 2004

TO: VADM Jim Stavridis
FROM: Donald Rumsfeld *D*
SUBJECT: Casey Meeting

Please get a debrief from Gen Pace on the portion of the Casey meeting you did not attend.

One of the key things I said to Casey was, that if the Iraqis think they can reconstitute two mechanized divisions, why don't we let them try to do it. They will find it's harder than they think. They will come to us for advice and we'll have an opportunity to talk about the vetting process, relative priorities, costs, timing, etc.

They are a sovereign country. Why don't we just say, fine -- go ahead and do it. We don't have to do it for them.

Thanks.

DHR:ss
101904-25

.....
Please respond by 10/29/04 10/20

SIR — Done — good session w/VCS. He agrees with the "go ahead! do it" approach — will push it too.

10/20

20041020

OSD 02016-05 *v/r ju*

Iraq

October 21, 2004

TO: David Chu

CC: Gen Dick Myers
Paul Wolfowitz
Les Brownlee
GEN Pete Schoomaker

FROM: Donald Rumsfeld *DR*

SUBJECT: Casualty Assistance

h04

I wonder whether we handle casualty assistance to military forces as well as we must. Injured soldiers receive superb medical treatment, but I have a feeling they are receiving industrial age assistance after that. There have been several recent anecdotes and press coverage of cases that seemed not to be handled as well as we must.

Please get back to me soon with some thoughts about how we should re-evaluate the whole system. I am concerned about it.

Thanks.

DHR:dh
102104-2

.....
Please respond by 11/5/04

2102704

October 21, 2004

TO: Doug Feith
FROM: Donald Rumsfeld *DR.*
SUBJECT: Protective Detail

IRAQ

We have got to get a proposal that will free up DoD from the protective detail around Prime Minister Allawi and get Department of State to move ahead, so we don't have to have another extension. Please see that that happens.

Thanks.

DHR:ss
102104-7

.....
Please respond by _____

21 OCT 04

OSD 02019-05

October 26, 2004

TO: Paul Wolfowitz
cc: Gen Dick Myers
Larry Di Rita
David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Next of Kin Notification

707

Please take the lead and come up with a proposal where we would form an outside group – probably headed up by someone like Jack Keane and maybe the CEO of Home Depot, and head of the Red Cross – three or four people to help the Pentagon get into the 21st Century with respect to the period of notification of injury or death and how the Department deals with relatives, friends, and the like.

Please work closely with David Chu and Dick Myers. The sooner we can do this, the better.

Thanks.

DHR:ss
102604-5

26 OCT 04

.....
Please respond by 11/15/04

October 26, 2004

TO: Ray DuBois
FROM: Donald Rumsfeld *DR*
SUBJECT: Review of Directives Progress Report

Please get me an updated progress report where you separate *Revised or Canceled* and bring it up to date.

Thanks.

Attach. Review of Directives Progress Report for week ending 09/03/04

DHR:ss
102604-15

.....
Please respond by 11/12/04

300.8

26 Oct 04

Pray -

REVIEW OF DIRECTIVES
PROGRESS REPORT
FOR WEEK ENDING
2/23/04

which -

COMPONENT	TOTAL NUMBER	CERTIFIED CURRENT	TO BE REVISED OR CANCELED	SUBMITTED FOR COORDINATION*	% OF TOTAL SUBMITTED	DEPSECDEF SIGNED
USD(AT&L)	111	37	74	54	(73%)	21
USD(P)	66	11	35	7	(13%)	0
USD(C)	15	8	7	6	(86%)	0
USD(P&R)	192	98	94	58	(62%)	23
USD(I)	55	2	47	10	(22%)	2
ASD(LA)	3	0	3	0	(0%)	0
ASD(NII)	40	17	23	16	(70%)	7
ASD(PA)	14	11	3	3	(100%)	1
GC, DoD	36	19	17	9	(56%)	5
DOT&E	3	2	1	1	(100%)	0
IG, DoD	14	7	7	6	(86%)	3
DA&M	87	31	56	15	(27%)**	3
DPA&E	2	1	1	1	(100%)	0
DNA	1	0	1	0	(0%)	0
WHS	15	-	7	7	(100%)	5
TOTALS:	654		396	193	(49%)	70

* Of the 193 submitted for coordination, 49 have been recommended for cancellation.

** Of the 56 DA&M Directives identified for revision or cancellation, 49 are charter Directives. While DA&M is the agent for updating, coordinating, and maintaining these Directives, processing updates is a participatory endeavor and cannot be completed without full and timely input from the concerned PSAs and Component Heads.

5

OCT 18 2004

TO: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: Plan for Syria

Please get back to me on what you think is an appropriate plan for Syria.

Thanks.

DHR:ss
101504-18

.....
Please respond by _____

Syria

18 OCT 04

October 22, 2004

TO: Doug Feith
FROM: Donald Rumsfeld *M*
SUBJECT: Letter from Hungarian Ambassador

The attached letter to Pete Pace from the Ambassador from Hungary referring to Allawi's letter to Hungary's Prime Minister is a message. We need to make sure Iraq keeps this up with all the Members of the Coalition and keeps them under the umbrella.

They need to know that Iraq wants them, cares about it, respects it and appreciates it.

Thanks.

Attach.
10/20/04 Letter from **Amb** Simonyi to Gen Pace

DHR:ss
102204-6

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Please respond by 11/5/04

OSD 02047-05

The Ambassador of Hungary

**General Peter Pace
Vice Chairman of the Joint Chiefs of Staff
U.S. Department of Defense
Pentagon, Room 23860
Washington, DC 20301-1000**

October 20, 2004

Dear General Pace,

It was a real pleasure to see you again this afternoon and discuss with you important issues pertaining to our co-operation. Thank you for the exchange on the Iraqi situation and for the "cautious" optimism for the future of our mission. As I explained to you it is our firm intention to make sure that Hungary has a continued input to the stabilization efforts and for the creation of an environment on which democracy can flourish.

I would also like to thank you for the substantive discussion on the future of co-operation between our militaries. I was pleased to hear about your personal commitment to further the relationship and I look forward to work with you to prepare for your counterpart to visit the United States as well as you to visit Hungary next year.

For your personal information I enclose a copy of the letter of Prime Minister Allawi addressed to my Prime Minister, which you might find useful.

I look forward to stay in touch with you in our efforts to further co-operation between our two countries and for the success of our joint endeavors in the war against terror.

Yours sincerely,



András Simonyi

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

جمهورية العراق
مكتب رئيس الوزراء

REPUBLIC OF IRAQ

Prime Minister's Office

العدد:

التاريخ:

**The Honorable Peter Medgyessy
Prime Minister
Republic of Hungary**

Dear Prime Minister Medgyessy,

I am writing to thank you for the invaluable contribution your military has made to securing peace and safety for the people of Iraq, and to ask that you favorably consider renewing their mandate, which I understand is set to run out in December. I am sure you appreciate the many challenges we are encountering here. I am relying on your personal understanding of the enormous task my government is facing in rebuilding this country as I ask you to maintain your current level of forces in Iraq for the coming year or so, until we reach the point when MNF is able to withdraw its forces.

The troops of the Transportation Battalion you have provided have been providing an essential mission to assist the people of Iraq. In fact, your 300 troops may be needed most during the upcoming key moments in Iraq's political transition: the elections for a transitional government, drafting of a new constitution, a referendum on that constitution, and elections for a permanent government. A drawdown of Hungarian forces in the near term could have serious consequences for Iraq and the international community. It would indicate that important Coalition Partners are not willing to stay the course with us until Iraqi Security Forces are able to provide for the security of this nation; it would embolden the terrorists and insurgents who want to hold Iraq back from the peace, prosperity and democracy that our people have earned; and it would undo all the good your armed forces have done by their efforts to date in Iraq. The need for Multinational Forces in Iraq as outlined in UNSCR 1546 has, sadly, not diminished.

One day Iraq will stand firmly and proudly on its own, That day will come sooner if our friends and partners continue to stand by us in our time of need. We will remember those who stood with us then, and we will seek to deepen the partnership now on economic, political and other levels.

The IIG looks forward to working closely with Hungary on ways to contribute to the reconstruction and revitalization of the Iraqi economy. We understand the reality of the resource and political constraints that you must be facing, and the Iraqis can relate to what your nation went through as it emerged from its own era of dictatorship and despair. Just as Hungary needed and received assistance then, we need it now, particularly as we face the reality of global terrorism.

let me thank you once again for the Republic of Hungary's contribution to the improvement of Iraq's security, economy and governance, since liberation ,

Sincerely yours,



Ayad H. Allawi
Prime Minister
Republic of Iraq

October 20, 2004

TO: Larry Di Rita
Paul Butler
FROM: Donald Rumsfeld 
SUBJECT: Memo from Gay Gaines

Attached is some material that was sent to me by a very good friend, Gay Gaines.
Please take a look at it and tell me what you think we ought to do with it.

Thanks.

Attach.
7/9/04 Project Family Ties Memo
8/6/04 McClaugherty Letter to Sen Byrd
10/15/04 LETTER FROM GAY GAINES
DHR:ss
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Please respond by 11/5/04

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OSD 02067-05

MEMORANDUM

To: **US Senator Robert C. Byrd**
From: Major General Allen E. Tackett
Re: Project Family Ties
Date: July 9, 2004

Introduction. Project Family Ties (PFT) is a video and telephonic communication system that provides families of deployed military service men and women access to professional counselors on a 24/7/365 basis. Additionally, this same system would allow a deployed military member to meet in a virtual environment with family members to celebrate significant events, to discuss private matters, to participate in family or individual counseling, or to merely ease the loneliness of separations. Project Family Ties is a joint venture between The Military Family Support Foundation (MTSF), a 501(c) (3) non-profit, public benefit foundation and beBetter Networks, Inc, a Charleston, West Virginia company.

On-Going Problem. Global terrorism has changed the level of the National Guard and Reserve's role in global peace keeping. The result being longer and more frequent deployments which have led to increased family separations. The problems caused by these prolonged family separations will soon threaten our ability to recruit and retain the necessary personal to keep our country safe.

Scope of Problem. The West Virginia National Guard receives an average of 750 calls per week from family members of deployed guard members. Nation-wide, the call volume is approximately two million calls. These calls should be going to professionally trained counselors.

Objective of PFT. The objective of PFT is to boost the morale of deployed military members, while supporting their extended families at home, by helping to resolve the long-standing problems associated with extended separations. To achieve this objective, we address two major initiatives: 1) to normalize the family dynamic as much as possible during the stressful time of separation, and 2) when problems occur in the family dynamic, to correct those problems as soon as possible through timely, professional family counseling. We will compassionately assist the military member and his/her family to make and achieve quality of life decisions that positively impact their overall wellbeing and effectiveness.

Page-two

Who, What, and When. Those eligible for primary support services would include, but not necessarily be limited to:

- All members of the National Guard and Reserves.
- Spouses.
- Significant others including: common-law spouses; girlfriends, boyfriends; etc.
- **Children of personnel. This country has spent billions on “No Child Left Behind,” yet these children are being neglected by no fault of anyone’s.**
- Parents of personnel.
- Grand-parents of personnel.
- Family members – brothers, sisters, aunts, uncles.

The second tier of support would include coaching and consulting services which would be provided to **businesses** (you would be touching all employers) and community organizations. These services would be designed to minimize the impact that such mobilizations and deployments have on a community at large.

Assistance and guidance would be available on issues related to:

- e Parenting issues and dilemmas
- e Relationship issues
- o Emotional issues
- Stress Management
- e Financial guidance
- e Care Giver issues
- e Problem solving
- e Substance use issues
- e Personal and family wellness
- e Educational and vocational issues

Problems do not occur according to schedules...schedules don't always match from one family to another, and situations don't always arise in a predetermined order. beBetter Networks technology based services will be available when the family needs support – 24//365. beBetter Networks strives to help those at home maintain their quality of life so that the service personnel can focus on their mission knowing that their family has the best support possible until they return home. Services will be provided in a compassionate, discreet, and professional manner by highly skilled staff with extensive experience in helping people solve problems.

These services will be offered pre-deployment, during the mobilization and deployment and when these men and women have returned home. Recently released studies show the severity and likelihood of depression among recently returned service personnel.

Page-three

Why MFSF and beBetter Networks - MFSF is a foundation set up for the sole purpose of supporting our troops and they have determined that the National Guard and the Reserves is where the need is the greatest. Full time military personnel are clustered around bases and have access to other support services. Members of the Guard and Reserves are scattered through out the country and they lack equal support, yet we have more Guard and Reserve personnel dying in the war to protect America than we have full-time military personnel.

beBetter Networks, Inc is a company headquartered in West Virginia. beBetter Network's CEO is **John W. McClaugherty**, the son of **John L. McClaugherty**. Mr. McClaugherty has already invested in the State of West Virginia and he is in the process of bringing hundreds of high paying jobs to Charleston. However, a commitment from the National Guard and Reserves would serve to make beBetter Networks one of the largest employers in the State. Economic forecasts predict this business alone would pump an additional \$80mm annually into the local economy. _

Maior General's Personal Viewpoint

I met with **John McClaugherty** and his team last week. They have pulled outstanding people into their organization such as Brigadier General **John Barnett**. (General Barnett is the country's leading expert in military family support.) Their model for the distribution of support services is unique and unmatched in the industry. Once again, we have another opportunity to make West Virginia the leader in helping to train and prepare our military personnel.

I will tell you what I told them, "if this program was available today it would be a **GODSEND!** If we want to retain our current troops and be able to attract new recruits, we must have this program in place and fully operational.

I respectfully request your full support of this ambitious project.

Major General Allen E. Tackett
West Virginia National Guard
The Adjunct General

11-L-0559/OSD/46786



August 6, 2004

The Honorable Senator Robert C. Byrd
311 Hart Building
Washington, DC 20510

Dear Senator Byrd:

The global war against terrorism necessitates that American citizens who make up our National Guard and Reserves stop their daily lives and travel to foreign soil for extended periods of time where they risk their lives for our safety. beBetter Networks (BNI) is intimately aware that these men and women, and their families, are challenged **as** never before in previous conflicts.

Spouses, children and extended families of these Guard and Reserve have had to rely primarily on unskilled volunteers from the National Guard Family Program for support. Currently, these family members are **placing over two** million calls per year to the various National Guard headquarters in the **fifty** states. Not surprisingly, the Guard could not have anticipated the volume or content of these calls. As a result, the service men and women themselves are having to shoulder the additional burden of their family's needs in a time when focus and safety are of the utmost importance. This is where BNI can help.

BNI has developed a unique program – National Guard and Reserve Support (NGRS) – which would handle these calls with highly skilled and experienced professionals. BNI will assist these families with everyday problems including:

- Stress Management
- Emotional Issues
- Resiliency
- Relationship Issues
- Family Issues
- Parenting Concerns
- Financial
- Career Decisions
- Child Care Issues
- Family Care Plans
- Caregiver Issues
- Personal and Family Wellness
- Alcohol and Drug Issues

Problems do not occur according to schedules. BNI's services will be available when the family needs support: twenty-four hours a day, seven days a week.¹ **As a** result, the troops will know their families have the best support possible until they return home and can better focus on their mission? We believe this support can save lives.

¹ Per Maj. General Allen Tackett, WV Adjutant, over 10% of his soldiers are divorcing during deployment.

² A recently returning Commanding Officer tells of soldiers preoccupied with arranging flights home to deal with family issues during the heat of deployment. Their lack of focus could be life threatening.

BNI requests your assistance in bringing the NGRS program to the Guard and Reserve, including your help in securing immediate funding for this procurement. The cost to launch Phase I of National Guard and Reserve Support is **\$9.85** million. Under Phase I, BNI would provide the following for one year:

- Telephonic and Internet support for Families of Deployed Troops (150,000)
- Round-the-clock, 24/7/365, support provided by highly skilled and experienced professionals
- Primary receiver of two million (2,000,000) annual calls
- Sort and prioritize needs
- Develop and distribute Family Service Support materials
- Training for the National Guard Family Program (Train-the-Trainers)
- Developmental team of Subject Matter Experts and Trainers
- Utilization Reporting and Outcome Measurement
- Outreach and support services to the State Family Program Coordinators, Wing Family Program Coordinators, and Family Assistance Centers
- Develop educational and informational materials targeted to National Guard and Reserve members and their families
- Provide a dedicated clearinghouse for resources for the coordinators, FAC ~~staff~~, volunteers, and families
- A program for Continuous Quality Improvement

In BNI's meetings and conversations with Guard and Reserve personnel, there appears to be a consensus that the need for NGRS services is of an unusual and compelling urgency. Furthermore, without an immediate and comprehensive support program for the Guard and Reserves, and their families, there could be the potential for harm to our troops, their families, and the United States of America as a whole. It does not appear, therefore, to be in the public or the government's best interest to require a full and open competitive process to acquire these essential emergency services.

Phase II of the proposed NGRS program would involve the provision of additional services that could, if funds ~~are~~ available immediately, be implemented co-jointly with Phase I. However, if immediate funding at a more robust level is a significant impediment, Phase II could be implemented beginning in year two, as follows:

- Telephonic/Internet Support for all Guard and Reserve Members (600,000), and their families
- Round-the-clock, 24/7/365, support provided by highly skilled and experienced professionals
- Exclusive receiver of calls placed by the Guard and Reserves, by members of their immediate and their extended families
- Sort and prioritize needs
- Full video conferencing access, including family support services, to troops and families on a global basis
- Ongoing development and distribution of Family Service Support materials
- Training for the National Guard Family Program (Train-the-Trainers)
- Subject matter experts and trainers
- Utilization Reporting and Outcome Measurement
- Ongoing design and evaluation to ensure consistency and uniformity of service delivery

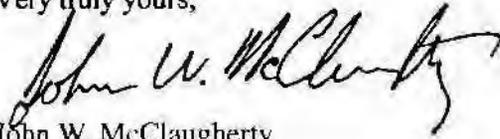
In Phase II, BNI proposes to expand NGRS to assume 100% of the call volume coming from troops and their families. Phase II also includes full videoconferencing capabilities to allow deployed soldiers of the National Guard and Reserve to visit directly with family members and interact with professional ~~staff~~. We propose delivering this expanded version of NGRS in conjunction with the Military Family Support Foundation (MFSF), a 501(C) [3] non-profit, public benefit foundation. This combined effort between BNI and MFSF has been named Project Family Ties (PFT). This same system allows deployed service

women and men to meet in a virtual environment with their loved ones to enhance and reinforce family connections. If necessary and appropriate, Phase II services may be able to be competitively awarded.

Senator Byrd, I urge you to fully consider both phases of BNI's program to provide critical support to the National Guard and Reserves. We ~~are~~ ready to employ the personnel required to deliver these necessary and critical support services to the honorable men and women serving our country. We can do this almost immediately **from** right here in West Virginia.

BNI expresses our gratitude and appreciation of your efforts on behalf of our service men and women enduring in the global war on terrorism. Please feel free to call me to discuss this proposal in more detail.

Very truly yours,



John W. McClaugherty
Chief Executive Officer
beBetter Networks, Inc.

(b)(6) (cell)
800.348.5307 (office)

cc: Major General Allen Tackett

Gay Hart Gaines

Oct. 15, 2004

Dear Don,

Thank you Mr. Secretary for your dedication to your job, to America and Americans. There has never been a better Secretary of Defense - and we have sorely needed the best! It seems you have to put up with so much c---. I continually marvel at your gracious demeanor and calm.

I am hoping you might take the time to read the enclosed letters. Our son (b)(6) sent them to us in August when we were at the GOP convention in N.Y. Then all hell broke loose in Palm Beach with Frances? (b)(6) and I finally went through

2.

mountains of mail this past week. We had no power or phones for eighteen days and as awful as it was for us, many are worse off.

I have thought a great deal about this proposal, and think it is exciting.

(b)(6)

works for (b)(6)

(b)(6)

and they have received Pentagon clearance for a meeting with Secretary Hall of the Army Reserve on Sunday, October 29th. Just in case you can weigh in on the decision making process, on behalf of two wonderful young men, I wanted to bring it to your attention. If this forward thinking, compassionate plan goes forward, I am hoping that Republicans as well as

3.
Democrats will get the credit.

I am on my way to Mount Vernon for our five day fall board meeting. I so hope that sometime after I become Regent next Tues. & after the election & maybe in the new year, I can have you & Joyce be my guests at George Washington's home. He would have loved you both and admired you both.

If you need to reach me I will be checking messages on my cell phone:

(b)(6)

I return to Florida Wed. & will work every day on the re-election of President Bush.

With high regard and deep affection,
Gay

October 18, 2004

TO: Larry Di Rita

CC: Ray DuBois, Paul Wolfowitz
Gen Dick Myers

FROM: Donald Rumsfeld *DR*

SUBJECT: Public Affairs Organization

D20PA

Please get with Ray DuBois and some people who know organization and let's revamp how Public Affairs is handled. We can't have multiple messages coming out of the Department - strategic communications are too important. We need to move toward a more joint approach - a Department of Defense Public Affairs approach, rather than a Service approach. Some possibilities include:

- 1) Have the senior PR people, not in the Services, but in the Combatant Commands, and with the CJCS and VCJCS.
- 2) Address the numbers and ranks in Public Affairs and reprioritize.
- 3) Determine how Joint Forces Command could integrate public affairs into their training and preparation.

The heft and weight of the efforts ought to be on working the problems for the U.S. Government, rather than promoting individual services.

Another aspect is language skills. We need to build a better bench and develop an overall plan.

Thanks.



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Please respond by 11/5/04

18 OCT 04

OSD 02071-05

FOUO

November 11, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld
SUBJECT: Letterman and O'Reilly

I ought to think about doing Letterman and O'Reilly at some point, since I have put them off.

Thanks.

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Please respond by 12/3/04

*O'Reilly 12/2
Letterman ?*

Done

FOUO

11-L-0559/OSD/46794

OSD 02072-05

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11 Nov 05

November 22, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld *D*
SUBJECT: Karen Ballard on next Mid East **trip**

Let's talk about Karen Ballard going on the next Middle East **trip**.

Thanks.

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112204-18

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Please respond by 11/24/04

*Karen never got
back to CD.
OBE now
12/2*

December 3, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: Letterman

I think we ought to do Letterman sometime.

Thanks.

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120304-2

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Please respond by _____

Done

00011150

3 Dec 05

October 27, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: DoD Talking Points

Please get me a complete set of these DoD talking points, since they started coming out. And as others are released, please keep a copy of them in a file and let me have the complete set when this campaign is over.

Thanks.

Attach.
10/18/04 US Department of Defense Talking Points

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Please respond by 11/5/04

done 11/2004

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11/5/04*

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27 OCT 04



US Department of Defense
Talking Points – Oct. 18, 2004 – 343rd Quartermaster Company

Following are talking points on recent stories in the news about the 343rd Quartermaster Company.

Brig. Gen. James Chambers, commanding general of the 13th Corps Support Command, has ordered two investigations. Following are talking points.

Operations throughout the Iraqi Theater are inherently dangerous and Commanders at all levels have the safety of their soldiers as a primary concern.

There has been an incident in which a few members of a Quartermaster Company allegedly refused to participate in an assigned convoy mission.

On any given day there are approximately 250 convoys on the road consisting of a daily average of 2,500 vehicles with over 5,000 soldiers delivering goods every day and night.

In a 24-hour period convoys on average deliver 110,000 cases of bottled water, 202,000 meals and 1 -million gallons of fuel.

As a result of this incident the convoy failed to depart at its assigned time, but the mission proceeded later in the day with other soldiers and leaders from the company.

Actions being taken by the commander:

- Brig. Gen. Chambers has appointed his Deputy Commander to lead two investigations into the incident - one investigation into the status of the equipment, the other into the failure to execute their mission.
- The investigation will determine if any offenses to the Uniform Code of Military Justice were committed and, if so, whether disciplinary measures are warranted.

Get
full set

file

October 27, 2004

f

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: DoD Talking Points

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Thanks.

Attach:
10118/04 US Department of Defense Talking Points

DHRss
102704-2

.....
Please respond by 11/5/04

11/19

Not on list

DR 11/19 FY1 2004 Year-to-date collection.

D. Rita



US Department of Defense

Talking Points – Oct. 18, 2004 – 343rd Quartermaster Company

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*See
full text*



US Department of Defense

Update: Nov. 1, 2004 – 60 Minutes Story

Following are talking points in response to a story aired Oct. 31, 2004, on CBS' 60 Minutes regarding equipping U.S. servicemen and women serving in Iraq in Operation Iraqi Freedom (OIF), specifically an Army National Guard unit from Oregon. This particular unit deployed in late April 2003. The President has asked for and Congress has appropriated billions of dollars to address the concerns since then.

- On September 10th, the United States Army remained organized, trained and equipped to face the large, static forces of the Cold War.
 - On September 11th, the United States faced a new challenge and embarked upon a Global War on Terror.
 - The President's pledge to transform the Department of Defense to be better suited to the 21st century, rather than the last century, became an urgent national priority.
- The Army has begun to transform itself to be more mobile, more readily deployable in smaller units, with greater involvement of special forces.
- The rapid military successes in Afghanistan and Iraq demonstrated the effectiveness of speed and precision versus mass and formations.
- The Army has addressed new equipment requirements as the nature of the conflict in Iraq has changed.
 - As major combat operations in Iraq were concluding in May 2003, the security environment was changing.
 - Commanders on the ground determined that the Up Armored High Mobility Multi-purpose Wheeled Vehicle (HMMWV – or "up-armored" Humvee) was better suited for the scenarios that troops would now face. This is a switch from major combat operations, when tanks and infantry fighting vehicles were best suited to defeat the Iraqi army.
 - Production of the up-armored Humvee has been accelerated – it is now 30 times greater now (450 vehicles per month) than it was in May 2003 (15 vehicles per month).
 - More than 5,000 up-armored Humvees have arrived in the theater. The rest are expected to arrive by March 2005.
- The Army has added other protection for our soldiers while the up-armored Humvees are being built and shipped to the theater.
 - Production of the add-on armor kits for wheeled vehicles in the theater has been accelerated.
 - To date almost 9,300 kits have been produced.
 - Body armor protection has been accelerated.
 - By January 2004, the Army had provided enough Interceptor Body Armor, including Small Arms Protective Inserts (SAPI), to the theater sufficient to equip every soldier in Afghanistan and Iraq.
 - As of September 2004, the Army had purchased more than 400,000 sets of Interceptor Body Armor,

- **The Army is also focusing on the serious requirements of ensuring that soldiers have enough bullets to fight and train and the right kind of guns.**
 - The first obligation is to the soldier in combat, and the Army takes no risk in this area. Units in the field or preparing to deploy have top priority for stockpiles of ammunitions.
 - Currently there is no shortage of machine guns in Iraq.
 - Units are deployed with their authorized quantities; in fact, nearly 5,000 more machine guns have been issued to face the changing tactical situation.
 - Some soldiers are issued M16A2's ("M-16's"). The M-16 is the primary combat weapons for U.S. soldiers, and has proven itself since the Vietnam era.
 - The current radio shortage is being addressed – 17,000 commercial, secure radios for individuals are being procured.

- **The President's \$87 billion fiscal year 2004 supplemental request included funds for up-**
 - The supplemental included \$239.4 million to purchase 1,065 up-armored Humvees.
 - There is \$840 million for up-armored Humvees and add-on armor kits in this year's defense spending bill.
 - The fiscal year 2005 defense authorization bill signed by the president Oct. 28, 2004, along with the fiscal year 2005 appropriations bill, provides \$740 million to procure more up-armored Humvees and \$100 million for add-on armor kits.
 - More than more than \$40 billion went to operations to support the war effort in fiscal year 2004.
 - Approximately one-third of these funds went for pay, and two-thirds were used for soldier requirements including up-armored Humvees, add-on armor and radios.

- **The U.S. Army and the Department of Defense remain committed to deploy trained and ready soldiers and units.**
 - The Army has invested \$1.7 billion to equip and prepare early OIF rotations and has committed an additional \$2.3 billion for additional rotations.

- **The Army does not distinguish whether a unit is Guard, Reserve or Active duty when planning equipment distribution.**
 - The Army follows a plan of distributing equipment to those units that need it most.
 - It does not matter whether the unit is Guard, Reserve or Active duty.
 - All Guard and Reserve units are equal and essential members of the joint team fighting the Global War on Terror.



US Department of Defense

Talking Points – Oct. 29, 2004 – Al-Qaqaa - 24th Ordnance Company with quotes

Following are updated (adds quotations) talking points on the 2003 timeline regarding U.S. and Iraqi military activities in the vicinity of the former Al-Qaqaa military facility.

- **March 17, 2003: Satellite photos show unusual vehicular activity outside a Al-Qaqaa**
 - Former chief weapons inspector David Kay noted on Oct. 26, 2004, “The Iraqi behavior when they believed they were going to be attacked would be to empty the bunkers and scatter the material around the site.”
- **March 19, 2003: Operation**
- **April 3: the 3-15th Infantry Battalion, 2nd Brigade of the 3rd Infantry site as part of the Coalition**
 - Their mission was to secure the bridge crossing site so follow-on troops from the 3rd ID could continue to cross the bridge and move into Baghdad.
 - When the U.S. forces arrived, the Al-Qaqaa facility was not secure.
 - Fedayeen Saddam, Special Republican Guard and other Iraqi military units were at the facility defending it.
 - These enemies were firing from inside the facility. The 3-15th engaged them and found that the gates to the facility were open.
 - The 2d Brigade commander was aware that following standard procedure, a follow-on unit of experts (the 75th Exploitation Task Force) would arrive to perform an inspection/analysis of the site.
- **April 10: the 2nd Brigade of the 101st Airborne (an NBC news team the brigade) were on site at Al-Qaqaa, but stayed**
 - The brigade halted their advance temporarily near the facility.
 - While occupying their temporary position, the brigade only secured the immediate area around the unit. Soldiers found bombs and other munitions, but no chemical weapons in their immediate area.
- **On or about April 13, 2003, the 24th Ordnance Company, 24th entered objective Elms (Al-Qaqaa facility) on an**
 - Unit was ordered to the facility by the Rear Area Operations Center (RAOC).
 - This was a routine mission. The company dealt with ammunition/munitions that were open and easily accessible and posed the greatest risk of being seized by the enemy. Some buildings were not easily accessible due to berming, a military practice of using mounds of sand and gravel to block access.
 - During their half-day mission, a detail of 25 personnel (“Bullet 6”) collected approximately 250 tons of ammunition (TNT, plastic explosives, detonation cords, initiators, white phosphorus, munitions) on 17 flat racks (trucks with trailers attached) that held approximately 16.5 tons each.
 - The munitions were transferred to the Captured Ammunition Holding Area (CAHA) at Logistics Support Area Dogwood, about 25 km away from Al-Qaqaa. There were approximately 7,000 tons of munitions that had already been taken to Dogwood.

- Ordnance observed by the unit was of the kind seen in multiple locations across Iraq.
 - The unit routinely recovered ammunition from all over Iraq--- housing developments, schools, parks, and other facilities. At one upscale residential building development in downtown Baghdad, for example, it took the unit five hours to recover seven million rounds of AK-47 ammunition hidden in one house alone.
- **The Al-Qaqaa facility is one of dozens of ammunition storage points the 3rd Division encountered on its march toward Baghdad from**
- **To date, there is no evidence of any large-scale movement of explosives from the facility from April 6 when the 3-15th battalion departed to the arrival of the 2nd Brigade, 101st Airborne.**
- The movement of 377 tons of heavy ordnance would have required dozens of heavy trucks and equipment moving along the same roadways as U.S. combat divisions occupied continually for weeks subsequent to the 3rd I.D.'s arrival at the facility.
 - Military and Coalition officials have stated it is all but inconceivable that a massive movement of explosives could have taken place without detection by U.S. forces.
 - Col. David G. Perkins, commander of the 2nd Brigade, 3rd Infantry Division stated on Oct. 27, "That is something that we would be very mindful of and it would be almost impossible to do that because there is not a very well-developed road network in Iraq, as you know. And there was one main road that kind of went east-west that cuts across the top of those weapons facility coming out of the bridge across the Euphrates. That was packed for weeks, bumper to bumper almost, with U.S. convoys continuing to re-supply our vehicles...So it would really be highly improbable [that] the enemy puts together this convoy of trucks and sneaks them in and loads them off in the dark of night...I mean, that's just kind of stretch too far."
- **According to the Duelfer report, as of mid-September 2004 reviewed and cleared more than 10,000**
- This includes 240,000 tons of munitions that have been destroyed and another 160,000 tons secured and awaiting destruction.
 - The 377 tons of munitions from the Al-Qaqaa facility is less than 1/10th of one percent of the 400,000 tons of total munitions Coalition forces have destroyed or have lined up to destroy.



US Department of Defense
Talking Points – Oct. 29, 2004 – Al-Qaqaa - 24th Ordnance Company

Following are talking points on the 2003 timeline regarding U.S. and Iraqi military activities in the vicinity of the former Al-Qaqaa military facility.

- **March 17, 2003: Satellite photos show unusual vehicular activity outside a Al-Qaqaa facility.**
 - Former chief weapons inspector David Kay noted on Oct. 26, 2004, "The Iraqi behavior when they believed they were going to be attacked would be to empty the bunkers and scatter the material around the site."
- **March 19, 2003: Operation**
- **April 3-4: the 3-15th Infantry Battalion, 2nd Brigade of the 3rd Infantry part of the Coalition**
 - Their mission was to secure the bridge crossing site so follow-on troops from the 3rd ID could continue to cross the bridge and move into Baghdad.
 - When the U.S. forces arrived, the Al-Qaqaa facility was not secure.
 - Fedayeen Saddam, Special Republican Guard and other Iraqi military units were at the facility defending it.
 - These enemies were firing from inside the facility. The 3-15th engaged them and found that the gates to the facility were open.
 - The 2d Brigade commander was aware that following standard procedure, a follow-on unit of experts (the 75th Exploitation Task Force) would arrive to perform an inspection/analysis of the site.
- **April 10: the 2nd Brigade of the 101st Airborne (an NBC news team was embedded with the brigade) arrived at Al-Qaqaa, but stayed on the perimeter.**
 - The brigade halted their advance temporarily near the facility. They continued on their mission the next day.
 - While occupying their temporary position, the brigade only secured the immediate area around the unit. Soldiers found bombs and other munitions, but no chemical weapons in their immediate area.
- **On or about April 13, 2003, the 24th Ordnance Company, 24th entered objective Elms (Al-Qaqaa facility) on an**
 - Unit was ordered to the facility by the Rear Area
 - This was a routine mission. The company dealt with ammunition/munitions that were open and easily accessible and posed the greatest risk of being seized by the enemy. Some buildings were not easily accessible due to berming, a military practice of using mounds of sand and gravel to block access.
 - During their half-day mission, a detail of 25 personnel ("Bullet 6") collected approximately 250 tons of ammunition (TNT, plastic explosives, detonation cords, initiators, white phosphorus, munitions) on 17 flat racks (trucks with trailers attached) that held approximately 16.5 tons each.

- The munitions were transferred to the Captured Ammunition Holding Area (CAHA) at Logistics Support Area Dogwood, about 25 km away from Al-Qaqaa. There were approximately 7,000 tons of munitions that had already been taken to Dogwood.
 - Ordnance observed by the unit was of the kind seen in multiple locations across Iraq.
 - The unit routinely recovered ammunition from all over Iraq--- housing developments, schools, parks, and other facilities. At one upscale residential building development in downtown Baghdad, for example, it took the unit five hours to recover seven million rounds of AK-47 ammunition hidden in one house alone.
- The Al-Qaqaa facility is one of dozens of ammunition storage points the 3rd Infantry Division encountered on its march toward Baghdad from the Iraq-Kuwait border.
 - To date, there is no evidence of any **large-scale** movement of explosives from the facility from April 6 when the 3-15th battalion departed to the arrival of the 2nd Brigade, 101st Airborne.
 - The movement of 377 tons of heavy ordnance would have required dozens of heavy trucks and equipment moving along the same roadways as US. combat divisions occupied continually for weeks subsequent to the 3rd I.D.'s arrival at the facility.
 - According to the Duelfer report, as of **mid-September 2004** Coalition forces have reviewed and cleared more than 10,000 caches of weapons.
 - This includes 240,000 tons of munitions that have been destroyed and another 160,000 tons secured and awaiting destruction.
 - The 377 tons of munitions from the Al-Qaqaa facility is less than 1/10th of one percent of the 400,000 tons of total munitions Coalition forces have destroyed or have lined up to destroy.



US Department of Defense Talking Points – Oct. 27, 2004 – Al-Qaqaa Weapons Facility

Following are talking points on the 2003 timeline regarding U.S. and Iraqi military activities in the vicinity of the former Al-Qaqaa military facility.

- According to the Duelfer report, as of mid-September **2004** Coalition forces have reviewed and cleared more than **10,000** caches of weapons.
 - This includes 240,000 tons of munitions that have been destroyed and another 160,000 tons secured and awaiting destruction.
 - The 377 tons of munitions from the Al-Qaqaa facility is less than 1/10th of one percent of the 400,000 tons of total munitions Coalition forces have destroyed or have lined up to destroy.
- On **March 19**, Operation Iraqi Freedom was launched.
 - Shortly before that date the International Atomic Energy Agency (IAEA) had left Iraq.
 - The initial goal of Coalition forces was to collapse Saddam's regime and go after its command and control elements. This was done with an emphasis on speed in order to minimize the loss of life.
- The **3-15th** infantry Battalion, **2nd** Brigade of the **3rd** Infantry Division arrived as part of the Coalition push to Baghdad on April **3-4**.
 - Their mission was to secure the bridge crossing site so follow-on troops from the 3rd ID could continue to cross the bridge and move into Baghdad.
- The **Al-Qaqaa** facility is one of dozens of ammunition storage points the **3rd** Division encountered on its march toward Baghdad from the Iraq-
 - Former chief weapons inspector David Kay noted on Oct. 26, 2004, "The Iraqi behavior when they believed they were going to be attacked would be to empty the bunkers and scatter the material around the site."
 - U.S. troops reported hundreds of caches of weapons from Kuwait to Baghdad.
 - U.S. forces discovered dispersed weapons in countless locations, including schools, mosques and hospitals and even zoos.
- When the U.S. forces arrived, the Al-Qaqaa facility was not secure.
 - Fedayeen Saddam, Special Republican Guard and other Iraqi military units were at the facility defending it.
 - These enemies were firing from inside the facility. The 3-15th engaged them and found that the gates to the facility were open.
- IAEA acknowledged in January **2003** that it could not account for **32** tons of HMX.
 - The IAEA apparently accepted Saddam's contention that the missing explosives were used for industrial purposes.

- **Al-Qaqaa** is a
 - Al-Qaqaa was just one of more than 900 designated sites of interest for post-hostilities WMD exploration.
 - The facility had streets that stretched city blocks, more than 80 buildings, and dozens of bunkers traditionally built to store weapons. There were six designated sensitive sites on the facility.

- At **Al-Qaqaa**, the 2d Brigade uncovered ordnance, material believed biological or chemical agents, and other weapons-
 - The material was tested and found not to be biological or chemical agents.

- The 2d Brigade commander was aware that following standard procedure, a follow-unit of experts (the **75th** Exploitation Task Force) would arrive inspection/analysis
 - In fact, the **75th** inspected the facility on May 8, May 11 and May 27 and reported no IAEA material. The facility had been looted and stripped and vandalized. The **75th** recommend no further exploitation of the facility.

- On April 6 the **3-15th** battalion
 - The **3-15th** then joined the rest of the 2nd Brigade for the push to Baghdad.

- On April **10** the 2nd Brigade of the **101st** Airborne (an NBC news with the brigade) arrived at **Al-Qaqaa**, but stayed
 - The brigade halted their advance temporarily near the facility. They continued on their mission the next day.
 - While occupying their temporary position, the brigade only secured the immediate area around the unit. Soldiers found bombs and other munitions, but no chemical weapons in their immediate area.

- To date, there is no evidence of any large-scale movement of facility from April 6 when the **3-15th** battalion departed to the arrival of the **2nd 101st**
 - The movement of **377** tons of heavy ordnance would have required dozens of heavy trucks and equipment moving along the same roadways as U.S. combat divisions occupied continually for weeks subsequent to the **3rd** I.D.'s arrival at the facility.



US Department of Defense

Talking Points – Oct. 26, 2004 – Bin Laden Tora Bora

The allegation that the U.S. military allowed Osama bin Laden to escape Tora Bora in December 2001 is utterly false and has been refuted by the commanders of that operation. Following are talking points on the issue.

- **Both Gen. Tommy Franks, then commander of U.S. Central Command Gen. Michael DeLong, then CENTCOM's deputy commander, assert there to conclusively determine bin Laden's whereabouts**
 - Gen. Franks recently wrote, "We don't know to this day whether Mr. bin Laden was at Tora Bora in December 2001," (New York Times op-ed, Oct. 19, 2004).
 - Gen. Franks noted that some intelligence sources said bin Laden was present; other sources indicated he was in Pakistan; and still others suggested he was in Kashmir.
 - Gen. Franks also stated in his op-ed, "Tora Bora was teeming with Taliban and Qaeda operatives, many of whom were killed or captured, but Mr. bin Laden was never within our grasp."
 - Lt. Gen. DeLong said in an Oct. 14 interview in the Wall Street Journal, "Was Osama bin Laden there? I don't know."

- **Tora Bora is one of the most difficult terrains in Afghanistan – an area that was all but impossible to surround or seal off.**
 - The Tora Bora region is on the border of Afghanistan and Pakistan. It is mountainous - altitudes range from 8,000 to 13,000 feet.
 - Haphazardly sending a massive U.S. force into unknown, impenetrable terrain would have invited intense resistance from local tribesmen, potentially bloody battles, and would have alerted al Qaeda operatives to an impending attack, which might have given many of those we captured more time to flee.

- **Military action was not 'outsourced' to Afghans. CENTCOM was always in control.**
 - Overall command and control of the Tora Bora operation was in CENTCOM's hands.
 - A special task force of conventional and special missions unit forces executed the mission.
 - Their training, equipment and experience made them suited for the high altitude and cold weather in Tora Bora.
 - Hundreds of Taliban and al Qaeda operatives were captured and killed.

- **The Afghans were essential to the fight. Their contributions were significant, and they deserve to be recognized, not ridiculed.**
 - According to Gen. Franks, the Coalition relied heavily on Afghans because they knew Tora Bora.
 - The Afghans were far more familiar with the caves where terrorists could hide, and they were acclimated to the altitudes.
 - The US. Special Operations Forces trusted the Afghans, in many cases with their own lives.
 - Close bonds were formed during the operation that have continued to produce valuable intelligence and assistance.
 - The Afghan allies who fought at Tora Bora took numerous casualties during the fight.

- **Afghans weren't left to do the job alone.**
 - Special forces from the United States and other Coalition countries provided tactical leadership and called in air strikes.
 - The effort at Tora Bora is in fact an excellent example of U.S. soldiers working with new Coalition allies to confront global extremists within their borders.

New York Times
October 19, 2004

War Of Words

By Tommy Franks

President Bush and Senator John Kerry have very different views of the war on terrorism, and those differences ought to be debated in this presidential campaign. But the debate should focus on facts, not distortions of history.

On more than one occasion, Senator Kerry has referred to the fight at Tora Bora in Afghanistan during late 2001 as a missed opportunity for America. He claims that our forces had Osama bin Laden cornered and allowed him to escape. How did it happen? According to Mr. Kerry, we "outsourced" the job to Afghan warlords. As commander of the allied forces in the Middle East, I was responsible for the operation at Tora Bora, and I can tell you that the senator's understanding of events doesn't square with reality.

First, take Mr. Kerry's contention that we "had an opportunity to capture or kill Osama bin Laden" and that "we had him surrounded." We don't know to this day whether Mr. bin Laden was at Tora Bora in December 2001. Some intelligence sources said he was; others indicated he was in Pakistan at the time; still others suggested he was in Kashmir. Tora Bora was teeming with Taliban and Qaeda operatives, many of whom were killed or captured, but Mr. bin Laden was never within our grasp.

Second, we did not "outsource" military action. We did rely heavily on Afghans because they knew Tora Bora, a mountainous, geographically difficult region on the border of Afghanistan and Pakistan. It is where Afghan mujahedeen holed up for years, keeping alive their resistance to the Soviet Union. Killing and capturing Taliban and Qaeda fighters was best done by the Afghan fighters who already knew the caves and tunnels.

Third, the Afghans weren't left to do the job alone. Special forces from the United States and several other countries were there, providing tactical leadership and calling in air strikes. Pakistani troops also provided significant help - as many as 100,000 sealed the border and rounded up hundreds of Qaeda and Taliban fighters.

Contrary to Senator Kerry, President Bush never "took his eye off the ball" when it came to Osama bin Laden. The war on terrorism has a global focus. It cannot be divided into separate and unrelated wars, one in Afghanistan and another in Iraq. Both are part of the same effort to capture and kill terrorists before they are able to strike America again, potentially with weapons of mass destruction. Terrorist cells are operating in some 60 countries, and the United States, in coordination with dozens of allies, is waging this war on many fronts.

As we planned for potential military action in Iraq and conducted counterterrorist operations in several other countries in the region, Afghanistan remained a center of focus. Neither attention nor manpower was diverted from Afghanistan to Iraq. When we started Operation Iraqi Freedom we had about 9,500 troops in Afghanistan, and by the time we finished major combat operations in Iraq last May we had more than 10,000 troops in Afghanistan.

We are committed to winning this war on all fronts, and we are making impressive gains. Afghanistan has held the first free elections in its history. Iraq is led by a free government made up of its own citizens. By the end of this year, NATO and American forces will have trained 125,000 Iraqis to enforce the law, fight insurgents and secure the borders. This is in addition to the great humanitarian progress already achieved in Iraq.

Many hurdles remain, of course. But the gravest danger would result from the withdrawal of American troops before we finish our work. Today we are asking our servicemen and women to do more, in more places, than we have in decades. They deserve honest, consistent, no-spin leadership that respects them, their families and their sacrifices. The war against terrorism is the right war at the right time for the right reasons. And Iraq is one of the places that war must be fought and won. George W. Bush has his eye on that ball and Senator John Kerry does not.

Tommy Franks, a retired general and former commander in chief of the Central Command, is the author of "American Soldier." He is a member of Veterans for Bush.

Wall Street Journal
October 14, 2004

Tora Bora Baloney

By Melanie Kirkpatrick

As John Kerry tells it, Tora Bora is the place where President Bush let Osama bin Laden get away. In the candidate's oft-repeated formulation, the al Qaeda leader was "surrounded" and escaped only because the president "outsourced" the job of capturing him to Afghan warlords.

Well, that's not the way the battle's commanders remember it. The Afghanistan war was led by Gen. Tommy Franks, commander of U.S. Central Command, and his deputy, Lt. Gen. Michael "Rifle" DeLong. As it happens, both men, now retired, have books out that tell a different story. Nor are the ex-soldier and ex-Marine bashful about speaking out to correct the former Navy lieutenant. To them, Mr. Kerry's version of the battle of Tora Bora is revisionist history.

Start with OBL. Gen. Franks, on the campaign trail in Florida for George W. Bush, this week, said it's wrong to assume that bin Laden was hiding out in Tora Bora. Some intelligence reports put him there, he says, but others placed him in Pakistan, Kashmir or Iran -- or at a lake 90 miles northwest of the Afghan city of Kandahar. Gen. DeLong concurs. "Was Osama bin Laden there?" he said in an interview. "I don't know."

The battle of Tora Bora took place in the White Mountains of eastern Afghanistan in late November and early December of 2001. Kabul had just fallen and a thousand or more al Qaeda leaders had fled to Tora Bora, where they holed up in the mountains' vast network of caves. The cave complex was built in the 1980s as a sanctuary for the mujahedeen fighting the Soviets and was equipped with food, water, weapons, electricity and a ventilation system. Bin Laden used it as his headquarters in the mid-1990s. There were hundreds of tunnels, some many miles long, with exits over the border in Pakistan.

Afghanistan is full of rough country, and the jagged peaks of the Tora Bora area are about as rough as it gets -- up to 13,000 feet and covered in snow and ice. "Surrounding" the area -- in the sense of sealing it off -- was impossible. If the U.S. had sent in a massive force, it would have run the risks of clashing with local tribesmen, killing civilians and alerting al Qaeda to the impending attack. Working with Afghan forces was "essential," Gen. Franks has been quoted as saying. If U.S. forces had gone in alone, says Gen. DeLong, "arguably today we'd still be fighting in Afghanistan and there couldn't have been a government."

The U.S. commanders made the decision to embed a team of U.S. special forces and CIA agents into every Afghan unit. Like the Afghans, the Americans rode horses or, in the higher altitudes, walked. The special forces carried communications equipment that allowed them to talk to their commanders and to call in air power. Which they did with stunning effect -- demolishing cave-openings and skipping bombs with delayed fuses deep inside. Hundreds of al Qaeda fighters died. No American life was lost.

No one disputes that some al Qaeda men got away, and it's possible that bin Laden was among them. In his book, Gen. Franks says that Pakistan rounded up "hundreds" of al Qaeda fighters as

they straggled over the border. But Pakistan's frontier forces were susceptible both to bribes and al Qaeda's ideology and some of the fighters got through.

Getting the Tora Bora story right is important because Mr. Kerry's accusation goes to the heart of his broader charge against Mr. Bush -- that he bungled the war in Afghanistan. It's hard to be convincing on this point, when, less than three years later, 10 million Afghans have just gone to the polls in the first free election in their 5,000-year-old history. It's even harder to see how sending in thousands of U.S. troops to secure Tora Bora would have helped win that war faster -- even if it had resulted in bin Laden's death or capture. Mr. Kerry's criticism of the Tora Bora campaign also belies his promise to rely more on allies if he were commander in chief.

Meanwhile, if the U.S. has the good fortune to find bin Laden before Nov. 2, watch for Democrats to revive Madeleine Albright's half-jest that the Bush administration captured him long ago and has been holding onto him for an October Surprise. President Bush has said we'll get him eventually, dead or alive. As for me, my own hope is that bin Laden is buried somewhere under the rubble of Tora Bora -- forever.

Ms. Kirkpatrick is associate editor of the Journal's editorial page.



US Department of Defense

Talking Points – Oct. 25, 2004 – Missing Explosives In Iraq

Recent stories in the media report that the Iraqi government has notified the International Atomic Energy Agency (IAEA) that several hundred tons of explosives are missing from the former Al-Qaqaa military facility in Iraq, about 30 miles south of Baghdad. Following are talking points on the issue.

- Since Operation Iraqi Freedom began in March 2003, Coalition forces have discovered that Saddam's regime stored weapons in countless locations, including schools, mosques and hospitals. Citizens were forced to hide weapons in their homes and neighborhoods. Many Iraqis have bravely stepped forward with information leading to more weapons.
- Weapons searches have been successful in Iraq. The Duelfer Report states that as of mid-September, Coalition forces have reviewed and cleared more than 10,000 caches of weapons and destroyed more than 240,000 tons. Another 162,000 tons of munitions are awaiting destruction.
- Some weapons were stored at the Al-Qaqaa Complex. Coalition forces were present in the vicinity at various times during and after major combat operations. The forces searched 32 bunkers and 87 other buildings at the facility, but found no indicators of WMD. While some explosive material was discovered, none of it carried IAEA seals.
- Although some believe the Al-Qaqaa facility may have been looted, there is no way to verify this. Another explanation is that regime loyalists or others emptied the facility prior to Coalition forces arriving in Baghdad in April.
- The material does not pose any nuclear proliferation risk.
- During the 1990s, the IAEA reportedly destroyed or rendered harmless all "single use" (i.e., uniquely usable in the context of a nuclear program) equipment and material in Iraq.
- The material in question is "dual-use" equipment (which could have conventional applications), high explosives that are somewhat more powerful than TNT. This dual-use equipment was generally permitted to remain in Iraq.
- Explosives of the nature reported missing from Al-Qaqaa are available around the world. It would be nearly impossible to verify that these materials ever left Iraq or are being used for any specific purpose.
- The Administration takes the report of missing munitions very seriously. The Iraqi Survey Group is evaluating this recent report by the Iraqi government.



US Department of Defense

Talking Points – Oct. 20, 2004 – Afghanistan Progress

Zalmay Khalilzad, the U.S. ambassador to Afghanistan, recently briefed the Pentagon press corps on progress in Afghanistan, including the country's historic elections. Earlier, the ambassador met with Secretary Rumsfeld and thanked him for the work of the U.S. Armed Forces in Afghanistan.

Following are highlights of the ambassador's remarks. [\[transcript\]](#)

- The election in Afghanistan was a remarkable event, with millions of Afghans voting in an orderly and massive fashion.
 - Afghans stood in line for hours to vote, even in the face of threats from al Qaeda and the Taliban.
 - Afghans took advantage of the opportunity that the Coalition provided to them to move toward building a democratic society.
- **U.S.** and Coalition forces provided a secure environment for
 - The U.S. and Coalition forces took preventive and pre-emptive action to prevent the Taliban and al Qaeda from disrupting the election.
- Afghans are rebuilding their country, and making great progress in
 - More than 15,000 Afghans serve in the Afghan National Army; more than 30,000 serve in the police force.
 - Three years ago, the country was fragmented, and the armed forces were in the hands of regional leaders. Today:
 - More than 20,000 of the 50,000 militia forces have been civilized, and nationwide, 57 percent of the heavy weapons have been cantoned.
- Although it is important to capture Osama bin Laden, the struggle against terror isn't just against one person, it is against networks.
 - Destroying networks and transforming regions and countries that produce extremism and terror will take a long time.
- Afghanistan is firmly heading in the right direction.
 - The Afghan people want to succeed – they want economic progress and security.
 - Afghans also want a democratic government, which they demonstrated by voting, even in the face of threats.

Links:

[Afghanistan Election Process: Key Facts](#)

www.defendamerica.mil photo essays [Afghanistan elections](#)



US Department of Defense

Talking Points – Oct. 18, 2004 – Sanchez/Casey Letters About Readiness

Following are talking points in response to reports in the media about a letter sent Dec. 4, 2003, from Lt. Gen. Ricardo Sanchez in Iraq to Gen. George Casey, then vice chief of staff of the Army, about readiness. Attached with these talking points are a copy of Lt. Gen. Sanchez's letter, and a copy of a memorandum from Gen. Casey.

In December of last year, the insurgent activity had increased and it did have a direct impact on the readiness of a number of Army systems.

The Army Staff and Army Materiel Command have been fully engaged in working to resolve all of the logistical concerns raised by Lt. Gen. Sanchez in his Dec. 4 letter, and addressed by Gen. Casey in a response dated December 13, 2003.

- For example, just seven weeks after Lt. Gen. Sanchez wrote the letter, all soldiers were fully equipped with Interceptor Body Armor.
- Included in the solution, and addressed by Gen. Casey, were an increase in funding of spare parts, additional forward repair capability in the theater, and expedited removal of broken equipment for repair.
- Also, as outlined in Gen. Casey's response, the Defense Logistics Agency had immediately undertaken steps to eliminate supply and delivery backlogs and increase the speed of the delivery of supplies.

Over the past 10 months the Army logistics community has greatly improved its ability to deliver spare parts throughout the theater via a number of transportation means using all modes of delivery -- air, sea and ground.

Today, the readiness rates for M1 Abrams tanks and M2 Bradley Fighting Vehicles is the highest its been all year - now over 90 percent readiness rate.

- The Army still uses peacetime readiness standards, which does not consider the fact that in times of war vehicle usage increases five fold in some instances.
- The peacetime standard is used to identify priorities and track any serious readiness issues.

It is also important to note the defense industry has greatly expanded its production capability to meet wartime demands.

COMBINED JOINT TASK FORCE SEVEN
BAGHDAD, IRAQ
APO AE 09302-1400

REPLY TO
ATTENTION OF

December 4, 2003

DAS,
04/28
RSP PLS.
E

Office of Commanding General

General George W. Casey, Jr.
Vice Chief of Staff,
United States Army
201 Army Pentagon
Washington, DC 20310-0201

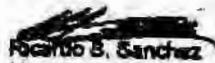
General Casey,

While our readiness rates and Class IX performance statistics have slightly improved in the last 60 days, we are still well below the Department of the Army standards in almost all areas. For example, current readiness rates for some key systems are M1 - 84%; M2/3 - 85%; Q-36/37 Radars - 86%; UH-60A - 89%; UH-60L - 72% and CH-47D - 63%. Frankly, we are struggling just to maintain these relatively low readiness rates.

The key factor inhibiting our readiness is the availability of repair parts. Our current customer wait time is 40 days, 28 days above the DA average. Current ground ASL zero balance rates for our key SSA's vary from 25-40% while our air ASL zero balance rates are between 8-34%. I cannot continue to support sustained combat operations with rates this low.

Additionally, I need help with the fielding of Interceptor Body Armor. CJTF-7 has an outstanding requirement of approximately 72,200 Small Arms Protective Inserts (SAPI). Recently, we were informed that the projected "get-well-date" for completion of fielding had slipped from end of December 03 to end of January 04. This is the second time the get well date has slipped in the past month.

I need the Army's assistance to improve our force protection and operational readiness posture. CJTF-7 is working hard to get our material readiness rates and class IX ASL performance measures to the DA standard. Our soldiers deserve nothing less while in combat, but I cannot sustain readiness without Army level intervention.


Ricardo B. Sanchez
Lieutenant General, US Army
Commanding

DF:
LTG Richard A. Hack, DCG, AMC
LTG Claude V. Christianson, Army G4
LTG Benjamin S. Griffin, Army G8

31202330



DEPARTMENT OF THE ARMY
OFFICE OF THE VICE CHIEF OF STAFF
201 ARMY PENTAGON
WASHINGTON, DC 20310-0210

13 DEC 2003

Ric
MEMORANDUM FOR COMMANDER, COMBINED JOINT TASK FORCE SEVEN,
BAGHDAD, IRAQ, APO AE 09302-1400

SUBJECT: Force Protection and Operational Readiness Posture

1. I share your concern about our Army's operational readiness and force protection posture. Units engaged in Operations Iraqi Freedom and Enduring Freedom are the Army's first priority.

2. We are tackling supply of repair parts to support your equipment readiness. During fiscal year 2003, we increased spares funding by \$3.9 billion to support both inventory augmentation and increased demands. As of 30 November 2003, we have \$7.1 billion of supplies due-in from both commercial vendors and repair facilities. The increased funding is beginning to pay off as your zero balance rates slowly improve. Repair is a key source of supply. We have provided additional forward repair capability for critical spares needed to support readiness. Expedited retrograde of unserviceable reparable items that cannot be repaired in theater will ensure we can best support your needs. Another factor impacting availability of repair parts is the accuracy of supply records in theater. We are developing measures to assist your units in completing a thorough reconciliation, from the customer to the source.

3. As of November 2003, Defense Distribution Center (DDC) is building pure Supply Support Activity pallets, eliminating the need to break down pallets once they arrive in theater and significantly reducing delivery time. Defense Logistics Agency (DLA) has increased manpower at DDC to eliminate backlogs. In January 2004, a Department of the Army distribution management team will determine additional measures to speed delivery of supplies.

4. Both DLA and Army have taken steps to maximize production of Small Arms Protective Inserts (SAPI) and are on track to meet the original December 2003 goal. The recently identified requirement of 11,902 additional SAPI is scheduled for completion in January of 2004.

I have also directed the O4 to lead an effort to reduce O5T to 14 days by TOA.

George
GEORGE W. CASEY, JR.
General, United States Army
Vice Chief of Staff



11-L-0559/OSD/46819



US Department of Defense

Talking Points – Oct. 18, 2004 – Corrected 343rd Quartermaster Company

Following are talking points on recent stories in the news about the 343rd Quartermaster Company.

Two investigations have been ordered, as has an inspection of the vehicles. Following are talking points.

Operations throughout the Iraqi Theater are inherently dangerous and Commanders at all levels have the safety of their soldiers as a primary concern.

There has been an incident in which a few members of a Quartermaster Company allegedly refused to participate in an assigned convoy mission.

On any given day there are approximately 250 convoys on the road consisting of a daily average of 2,500 vehicles with over 5,000 soldiers delivering goods every day and night.

In a 24-hour period convoys on average deliver 110,000 cases of bottled water, 202,000 meals and 1 million gallons of fuel.

As a result of this incident the convoy failed to depart at its assigned time, but the mission proceeded later in the day with other soldiers and leaders from the company.

Actions being taken:

- Brig. Gen. Chambers has appointed the Deputy Commander to conduct an investigation and determine the circumstances and facts surrounding what occurred.
- The commander of the 300th Area Support Group has directed a separate inquiry to determine if any offenses to the Uniform Code of Military Justice were committed and if so whether disciplinary measures are warranted.
- Brig. Gen. Chambers has also directed the unit conduct a safety-maintenance stand down during which all vehicles will be thoroughly inspected and retraining conducted.



US Department of Defense Talking Points – Oct. 15, 2004 – Iraq Security Forces

At a town hall meeting with U.S. troops in Al Asad, Iraq, on Oct. 10, Secretary Donald H. Rumsfeld said the situation on the ground in Iraq will dictate how many American troops are needed there. The secretary said Iraqi security forces must be strong enough to maintain order throughout their country before there can be a large redeployment of U.S. troops from Iraq.

Following are highlights of progress by Iraqi security forces.

- Approximately 100,000 Iraqi security forces are trained and equipped.
- By the January elections, there should be an additional 50,000 Iraqi security forces.
- U.S., Coalition and Iraqi officials are concentrating on measures to ensure the January elections are successful.
- The goal is to have 200,000 to 250,000 trained Iraqi security troops.

- The Iraqi Police Service is scheduled to graduate its largest class ever this week from the basic training course. The 1,137 police recruits have been training at the eight-week program at the Jordan International Police Training Center in Amman. Instructors come from 16 countries, including the United States.

- Eighty-five Iraqi Police Service officers will graduate this week from the Election Security Course. The six-day course is part of the Iraqi government's ongoing efforts to provide security for the upcoming elections. The curriculum includes crowd control and officer safety training, local election and constitutional law classes, and practical exercise scenarios.

- The Iraqi air force is scheduled to take possession of two SAMA CH2000 light air surveillance aircraft at the end of October. Last month the air force commenced solo operations with two Seeker reconnaissance aircraft. Air force missions will continue to concentrate on infrastructure, including pipeline and electrical facilities, and border security.

- Recruiting and training continues for the Iraqi armed forces medical corps, which should eventually number more than 2,500 personnel. An \$18.6 million Multinational Security Transition Command-Iraq project is helping to build 11 new Iraqi armed forces medical clinics at seven locations. The first clinic, at the Al Kasik base in northern Iraq, is scheduled to open in mid-December and the others should be finished in January.

- More than 20,000 Glock pistols have been distributed in the past two weeks to police officers and police recruits.

- Among the hundreds of officers who graduated from various training classes Oct. 7 in Baghdad were 35 who graduated from a course in basic investigation; 50 who completed classes in techniques to investigate criminal bombings and explosives recognition; 31 who finished a one-week course on how to successfully resolve kidnapping and hostage situations; and 34 who completed a three-week course in basic skills to investigate organized crime.



US Department of Defense

Talking Points – Oct. 13, 2004 – Secretary's NATO meetings

Secretary Rumsfeld is in Romania today for two days of NATO informal defense ministerial meetings in Poiana Brasov. The stop is just one of several for the secretary, who began his trip in Bahrain. Following are highlights.

NATO Meetings – Romania

- Romania is one of NATO's newest members. The country joined the 26-member alliance on March 29, 2004.
- Approximately 700 Romanian forces are serving in Iraq.
- Likely topics for discussion at the NATO meetings include NATO military transformation, and the status of alliance operations in Iraq, Afghanistan and the Balkans.
- The secretary toured Mihail Kogalniceanu Airbase in Constanta, Romania, on the Black Sea.
 - The Romanians invited the secretary to tour the airbase, which is a facility the United States could potentially use as part of President Bush's policy to realign U.S. global force posture.
 - About 3,500 U.S. service members conducted air transportation and logistics operations at the base in February and March 2003 in support of Operation Iraqi Freedom.
 - Any potential renewed U.S. military presence at the base or an adjacent Romanian army base would mostly involve the rotation of troops in and out of the facility for joint training exercises.

Macedonia

- Earlier in the week, the secretary met with President Branko Crvenkovski and other officials in Macedonia, where he thanked Macedonian soldiers for their contributions in Iraq.
- The secretary signed an agreement calling for U.S.-Macedonian military cooperation to prevent the proliferation of weapons of mass destruction.

Iraq

- **Al Asad Air Base** - met with U.S., Coalition and Iraqi troops, and heard from more than 2,000 Marines and other service members at a town hall.
- **Baghdad** - conferred with senior U.S., Coalition, and Iraqi military and government officials.
- **Kirkuk** - was briefed by Army Maj. Gen. John Batiste and other leaders on the situation in this northern city.
 - The general characterized Kirkuk as becoming more stable each day.
 - The general described the successful joint U.S.-Iraqi military campaign launched Oct. 1 that defeated anti-Coalition insurgents in Samarra. About 5,000 U.S. and Iraqi troops worked to reclaim the city.
 - Forces in the area have confiscated 24 million pounds of enemy ammunition in the past eight months.
- **Irbil** - The secretary met with Republic of Korea troops. Approximately 3,700 South Korean forces are deployed in Iraq.

Aboard the USS John F. Kennedy

- The secretary was flown from Bahrain at the start of his trip to this aircraft carrier patrolling the Persian Gulf. He met with sailors and was briefed on the situations in Iraq and Afghanistan.
- Defense ministers from 18 countries assisting the United States in the Global War on Terror joined the secretary aboard the carrier.
- The secretary also participated in a reenlistment ceremony for 80 Kennedy sailors. The ship has more than 5,000 crewmembers; it has been deployed almost four months in the Persian Gulf. The ship's aviators have been flying into Iraq to conduct bombing and other support missions.

Links: USS John F. Kennedy (["Big John" web site](#))



US Department of Defense

Talking Points – Oct. 8, 2004 – Afghanistan Progress

Army Lt. Gen. David Barno, commander of Combined Forces Afghanistan, outlined progress in Afghanistan recently in an interview with the Pentagon Channel. Following are highlights from his interview plus other accomplishments in the country three years after the start of Operation Enduring Freedom.

- Initially Operation Enduring Freedom focused on removing Taliban and al Qaeda and
 - Today the Coalition has shifted to a broader-based approach that focuses on creating conditions in Afghanistan to reject terrorists and their activities outright.
- Three years ago, the Taliban were still ruling Afghanistan and al Qaeda was still very active in the country. Tomorrow Afghans will cast their votes in democratic presidential elections.
 - Eighteen candidates are vying for the Afghan presidency. The field is representative of all ethnic groups and constituencies in the country.
 - More than 10 million Afghans have registered to vote.
 - More than 40 percent of the registered voters are women.
 - Next spring Afghans will elect members of a new Parliament.
- Conditions around Afghanistan demonstrate
 - The economy is growing at the rate of 20 percent a year.
 - More than 5 million children are in school this year compared to just 1 million last year.
 - The portion of the "Ring Road" that links Kabul to Kandahar is completed and construction is continuing from Kandahar to Herat.
 - More than 3 million refugees have returned to Afghanistan since 2002.
- Provincial Reconstruction Teams (PRTs) are operating throughout Afghanistan, government to expand reconstruction, outreach
 - PRTs are small groups of civilian and military personnel working in Afghanistan's provinces.
 - There are 19 provincial reconstruction teams in Afghanistan (14 U.S. and five NATO). A year ago there were four.
- Afghanistan's security structure is growing.
 - Approximately 15,000 soldiers serve in the Afghan National Army. The ANA is a highly professional, multi-ethnic force, which is rapidly becoming a pillar of the country's security.
 - ANA soldiers have been deployed alongside Coalition force to prepare for the election.
 - Approximately 25,000 police have been trained.
 - The United States has developed an integrated program to address the country's drug trade. The program complements the United Kingdom's efforts – the lead nation for counter-narcotics assistance to Afghanistan.
- Afghan security forces are working side by side with Coalition forces to hunt down and remove terrorists and confront the forces of lawlessness.
 - Success in Afghanistan has deprived al Qaeda of a sanctuary there.

Links: www.pentagonchannel.mil; OEF timeline; PRTs fact sheet; OEF 3-year anniversary web page; [map of Afghanistan](#)



US Department of Defense

Talking Points – Oct. 6, 2004 – Draft Bill Defeated

The House of Representatives on Oct. 5 defeated H.R. 163, a bill to reinstitute the draft. The bill garnered just two votes.

Secretary Rumsfeld has spoken vociferously against reinstating the draft, pointing out that the All Volunteer Force method of recruiting men and women to the U.S. military is working well. The secretary has a long record of opposing the draft going back to his days as a U.S. Representative from Illinois, when he was one of the first members of Congress to introduce legislation to create an All Volunteer Force.

Following are highlights from a letter outlining his opposition to the draft that Secretary Rumsfeld sent yesterday to the chairman of the House Armed Services Committee. ([link to letter](#))

- **First and foremost -- the United States does not need a draft.**
 - There are 295 million people in the United States.
 - Some 2.6 million of them serve in the Active and Reserve Forces.
 - The military can attract and retain the people it needs through pay and other incentives.
- **The stress on the force is not from a shortage of uniformed personnel; there is force because it isn't organized properly for a post-Cold War**
 - Too many of the needed skills are heavily concentrated in the Reserve components.
 - Too many of the Active forces are organized in large, heavy divisions that aren't readily deployable.
 - Too many military personnel are performing tasks that should be civilian jobs, because the complex civilian personnel rules make it easier to give the task to someone in uniform.
- **The Department of Defense has taken action to reduce the stress**
 - Using emergency authority provided by Congress, the size of the Active Army has been increased by as many as 30,000 troops since the Sept. 11th attacks.
 - The Army is increasing the number of active, deployable brigades from 33 to 43 or more. They will be redesigned to take into account post-Cold War capabilities and needs.
 - The Army is retraining and restructuring the Active and Reserve components to ensure useable skill sets are better appropriated. This will improve overall responsiveness and deployability.
 - The Services rebalanced about 10,000 military spaces both within and between the Active and Reserve components in 2003. This year they expect to rebalance another 20,000 spaces. The goal is that individual Reservists and Guardsmen will mobilize less often, for shorter periods and with somewhat more predictability.
- **The All Volunteer Force is a professional force that**
 - The men and women who serve in the military are committed, enthusiastic and are contributing to the defense of the nation.
 - Each stepped forward to volunteer. All serve proudly.

Additional Information:

- For the fifth year in a row, the U.S. Army Recruiting Command met its fiscal year active-duty and Reserve recruiting goals.
- Army National Guardsmen whose units have been mobilized are re-enlisting at a higher rate than those who haven't been mobilized. ([story](#))
- The National Guard will end its fiscal year making 86 percent of its recruiting goal. To reach its goal next year, the Guard is adding 1,000 new recruiters and doubling retention bonuses.



US Department of Defense

Talking Points – Oct. 5, 2004 – Afghanistan Security and Justice

Afghans will vote in their first democratic presidential election on Saturday, Oct. 9. While the legitimacy of an elected government will help isolate the extremists in Afghanistan politically, the Coalition and Afghans are working side by side to defeat the extremists militarily.

Following are talking points on the progress in Afghanistan to build the country's security forces and justice system, and efforts to create a more peaceful and stable country by demobilizing, disarming and reintegrating militia groups.

- **The Afghan National Army (ANA) is rapidly becoming the principal pillar of Afghanistan's security.**
 - Approximately 15,000 soldiers serve in the Afghan National Army. It is a highly professional, multi-ethnic force.
 - Afghan National Army soldiers are deployed alongside Coalition forces to fight the insurgency and to prepare for the election.

- **The new regional command headquarters of the Afghan National Army extend the national government's authority.**
 - In addition to the Kabul regional command (Central Corps), four regional commands of the ANA have been stood up in Kandahar, Gardez, Mazar-e-Sharif and Herat.
 - Establishing these regional commands is a milestone for the country's general security and for strengthening the Afghan government.
 - This permanent Afghan National Army presence demonstrates to Afghans and the international community that the Afghan national government authority extends throughout the country.
 - Before the regional commands were established, troops from the ANA's Central Corps in the Kabul region were frequently deployed around the country. They carried out combat operations alongside the Coalition in the east and north and conducted security and stability operations in the west and north.
 - After 25 years of war, opening the regional commands is another positive step for Afghanistan as it moves toward a democratic and peaceful future.

- **Afghans are working to patrol and stabilize their country.**
 - Al Qaeda, Taliban and other indigenous military groups remain the greatest threat to Afghanistan.
 - U.S. Coalition and Afghanistan troops are conducting a wide range of counterinsurgency operations against these groups including reconnaissance, interdiction and patrols, many of which are joint patrols.

- **Afghanistan's growing police force is helping to support the**
 - Approximately 25,000 police have been trained.
 - The goal is to train 50,000 national police, 12,000 border police and 2,600 highway police by the end of 2005.
 - Germany has been designated as the lead country for policing. It has developed an intensive training academy to address long-term institution building.

- **Afghanistan is establishing the operational**
 - Italy is the lead nation in the reform and rebuilding of Afghanistan's justice sector.
 - Comprehensive U.S. and Italian training programs are training judges, prosecutors and defense counsels.
 - A conscious effort is being made to reintegrate women into the legal sector.

- **The Afghan militia demobilization program is helping get weapons off the street and reintegrate militiamen into civilian life.**
 - In two weeks in September alone, almost 2,000 Afghan militiamen turned in their weapons and entered the demobilization, disarmament and reintegration program.
 - The program is sponsored by Japan.
 - The program also helps train the men so they can get jobs that can take the place of their militia salaries, offering instruction in such skills as farming or trade. Other militiamen enter the ANA or go into the demining program.
 - More than 13,000 men have completed the program.

For more information: [House International Relations Committee hearing Sept. 23, 2004](#); [demobilization story](#); [Kandahar regional command story](#); [Gardez regional command story](#).



US Department of Defense
Talking Points – Oct. 4, 2004 – Afghanistan Elections

Oct. 7, 2004, marks the third-year anniversary of the beginning of Operation Enduring Freedom in Afghanistan. Just two days later, Oct. 9, Afghans are scheduled to hold their first ever democratic presidential elections. Following are talking points on the elections and the security precautions the country and the Coalition are taking to ensure Afghans can vote.

- **A successful presidential election will be the first step in developing democratic elections in Afghanistan that will carry over into**
 - Afghans are electing a sovereign government. Presidential elections are scheduled for Oct. 9. Parliamentary and local elections will follow next spring.
 - Eighteen candidates are vying for the Afghan presidency. The field is representative of all ethnic groups and constituencies in the country.
 - More than 10 million Afghans have registered to vote.
 - More than 40 percent of the registered voters are women.
 - The vote count is expected to last several weeks.
 - There will be a run-off if no candidate wins a majority.
- **Taliban and other insurgents will continue to try to disrupt Afghanistan and the international community have taken action environment**
 - Three rings of security will be in place during election time.
 - The first layer or inner ring is primarily Afghan police office at polling stations.
 - The second layer is the trained and equipped Afghan National Army, who will be patrolling the areas. They will have quick reaction forces able to go to areas of violence.
 - The third layer will be forces from some 40 countries from the Coalition and the NATO-led International Security Assistance Force.
 - These forces are working to defend the integrity of the election process and the right of the Afghan people to vote.
- **The election of a sovereign government is a key building**
 - The legitimacy of this political process is a way of strengthening the moderate elements in Afghanistan against the extremists.
 - Other key building blocks include security improvements and reconstruction efforts.



US Department of Defense

Talking Points – Sept. 29, 2004 – 9-11 and the Global War on Terror

- **Since the September 11th attacks, the world has made progress in the**
 - The Taliban regime is gone.
 - Osama bin Laden is on the run.
 - Saddam Hussein is in jail. His sons are dead.
 - More than three-quarters of al Qaeda's key members and associates have been detained or killed.
 - Pakistan used to support the Taliban. Now it is a strong ally against terrorists.
 - A.Q. Khan's clandestine network that had provided nuclear technologies to Libya, North Korea and possibly other nations, has been shut down.
 - Libya's Moammar Ghadafi has given up his nuclear weapons program.

- **Since the September 11th attacks, 50 million people in Iraq and freed**
 - The citizens of both these nations are resolved to move forward with their democratic futures.
 - Afghans will hold elections on October 9.
 - Iraqis will hold elections in January.
 - Both countries are on their way to becoming America's newest allies in the fight for freedom.
 - The success of democracy in both countries will represent a major defeat for terrorists, including associates of al Qaeda.

- **September 11th was not the beginning of terrorism, and the war in Iraq**
 - International terrorists declared war on the world's nations.
 - Over decades, these terrorists have killed thousands of Americans and citizens of other countries.
 - Two of these killers were sentenced to death today by a Yemeni judge for their roles in the attacks on the USS Cole in October 2000. The United States will continue to work with our allies to pursue, capture, kill and bring to justice those who attack our homeland, our troops and our values.

- **One lesson of September 11th is that the United States can no longer with terrorism as an evil but inescapable fact**
 - Every threat cannot be eliminated, but the United States can hope to eliminate global terrorist networks and end state sponsorship of terrorism.
 - The United States must stay on the offense. The extremists have shown their resolve to terrorize men, women and children around the world. They want us to change our policies and retreat within our borders.
 - Americans must be patient: A problem that grew up in 20 or 30 years is not going away in two or three years.



US Department of Defense

Talking Points – Sept. 28, 2004 – A New Iraq

Following are talking points on progress in Iraq.

➤ **Eighteen months**

- Was firing at our aircraft in the no-fly zones on a weekly basis.
- Harbored and sheltered terrorists.
- Was offering \$25,000 to families of suicide bombers.

Today in Iraq:

➤ **Iraq has been removed from the list of state sponsors**

- President Bush issued a determination allowing the State Department to remove Iraq from the list on Sept. 24.
- Iraq was first placed on the list in September 1990.
- According to the determination:
 - (1) There has been a fundamental change in the leadership and policies of the government of Iraq.
 - (2) Iraq's government is not supporting acts of international terrorism.
 - (3) Iraq's government has provided assurances that it will not support acts of international terrorism in the future.

➤ **Tens of thousands of Iraqis are courageously volunteering to serve in the forces and in the**

- The largest single contributor to Iraq's security is the Iraqi people, who continue to step forward to join the various Iraqi Security Forces.
- More than 700 Iraqi security force members have been killed since Jan. 1, 2004.
- Today approximately 164,000 Iraqi police and soldiers (of which about 100,000 are trained and equipped) and an additional 74,000 facility protection forces are performing a wide variety of security missions.

➤ **Iraq is preparing for elections in**

- The stage is being set for successful elections.
- Commanders in the field are confident about the military mission and the ability to have an election period that is fair and relatively stable.
- The conditions will not be perfect. The goal is that the election will be able to be held in the vast majority of the country under good circumstances.

➤ **A free and peaceful Iraq is a powerful blow to the extremists in the world determined to have the world**

- Free and fair elections in Iraq are the greatest danger to the terrorists, foreign fighters and former regime.

Links: U.S. Embassy – Baghdad [release](#)

Battling for Iraq

By David H. Petraeus
The Washington Post
Sunday, September 26, 2004; Page B7

BAGHDAD -- Helping organize, train and equip nearly a quarter-million of Iraq's security forces is a daunting task. Doing so in the middle of a tough insurgency increases the challenge enormously, making the mission akin to repairing an aircraft while in flight -- and while being shot at. Now, however, 18 months after entering Iraq, I see tangible progress. Iraqi security elements are being rebuilt from the ground up.

The institutions that oversee them are being reestablished from the top down. And Iraqi leaders are stepping forward, leading their country and their security forces courageously in the face of an enemy that has shown a willingness to do anything to disrupt the establishment of the new Iraq.

In recent months, I have observed thousands of Iraqis in training and then watched as they have conducted numerous operations. Although there have been reverses -- not to mention horrific terrorist attacks -- there has been progress in the effort to enable Iraqis to shoulder more of the load for their own security, something they are keen to do. The future undoubtedly will be full of difficulties, especially in places such as Fallujah. We must expect setbacks and recognize that not every soldier or policeman we help train will be equal to the challenges ahead.

Nonetheless, there are reasons for optimism. Today approximately 164,000 Iraqi police and soldiers (of which about 100,000 are trained and equipped) and an additional 74,000 facility protection forces are performing a wide variety of security missions. Equipment is being delivered, Training is on track and increasing in capacity. Infrastructure is being repaired. Command and control structures and institutions are being reestablished.

Most important, Iraqi security forces are in the fight -- so much so that they are suffering substantial casualties as they take on more and more of the burdens to achieve security in their country. Since Jan. 1 more than 700 Iraqi security force members have been killed, and hundreds of Iraqis seeking to volunteer for the police and military have been killed as well.

Six battalions of the Iraqi regular army and the Iraqi Intervention Force are now conducting operations. Two of these battalions, along with the Iraqi commando battalion, the counterterrorist force, two Iraqi National Guard battalions and thousands of policemen recently contributed to successful operations in Najaf. Their readiness to enter and clear the Imam Ali shrine was undoubtedly a key factor in enabling Grand Ayatollah Ali Sistani to persuade members of the Mahdi militia to lay down their arms and leave the shrine.

In another highly successful operation several days ago, the Iraqi counterterrorist force conducted early-morning raids in Najaf that resulted in the capture of several senior lieutenants and 40 other members of that militia, and the seizure of enough weapons to fill nearly four 7 1/2-ton dump trucks.

Within the next 60 days, six more regular army and six additional Intervention Force battalions will become operational, Nine more regular army battalions will complete training in January, in time to help with security missions during the Iraqi elections at the end of that month.

Iraqi National Guard battalions have also been active in recent months. Some 40 of the 45 existing battalions -- generally all except those in the Fallujah-Ramadi area -- are conducting operations on a daily basis, most alongside coalition forces, but many independently. Progress has also been made in police training. In the past week alone, some 1,100 graduated from the basic policing course and five specialty courses. By early spring, nine academies in Iraq and one in Jordan will be graduating a total of 5,000 police each month from the eight-week course, which stresses patrolling and investigative skills, substantive and procedural legal knowledge, and proper use of force and weaponry, as well as pride in the profession and adherence to the police code of conduct.

Iraq's borders are long, stretching more than 2,200 miles. Reducing the flow of extremists and their resources across the borders is critical to success in the counterinsurgency. As a result, with support from the Department of Homeland Security, specialized training for Iraq's border enforcement elements began earlier this month in Jordan.

Regional academies in Iraq have begun training as well, and more will come online soon. In the months ahead, the 16,000-strong border force will expand to 24,000 and then 32,000. In addition, these forces will be provided with modern technology, including vehicle X-ray machines, explosive-detection devices and ground sensors.

Outfitting hundreds of thousands of new Iraqi security forces is difficult and complex, and many of the units are not yet fully equipped. But equipment has begun flowing. Since July 1, for example, more than 39,000 weapons and 22 million rounds of ammunition have been delivered to Iraqi forces, in addition to 42,000 sets of body armor, 4,400 vehicles, 16,000 radios and more than 235,000 uniforms.

Considerable progress is also being made in the reconstruction and refurbishing of infrastructure for Iraq's security forces. Some \$1 billion in construction to support this effort has been completed or is underway, and five Iraqi bases are already occupied by entire infantry brigades.

Numbers alone cannot convey the full story. The human dimension of this effort is crucial. The enemies of Iraq recognize how much is at stake as Iraq reestablishes its security forces. Insurgents and foreign fighters continue to mount barbaric attacks against police stations, recruiting centers and military installations, even though the vast majority of the population deplores such attacks. Yet despite the sensational attacks, there is no

shortage of qualified recruits volunteering to join Iraqi security forces. In the past couple of months, more than 7,500 Iraqi men have signed up for the army and are preparing to report for basic training to fill out the final nine battalions of the Iraqi regular army. Some 3,500 new police recruits just reported for training in various locations. And two days after the recent bombing on a street outside a police recruiting location in Baghdad, hundreds of Iraqis were once again lined up inside the force protection walls at another location -- where they were greeted by interim Prime Minister Ayad Allawi.

I meet with Iraqi security force leaders every day. Though some have given in to acts of intimidation, many are displaying courage and resilience in the face of repeated threats and attacks on them, their families and their comrades. I have seen their determination and their desire to assume the full burden of security tasks for Iraq.

There will be more tough times, frustration and disappointment along the way. It is likely that insurgent attacks will escalate as Iraq's elections approach. Iraq's security forces are, however, developing steadily and they are in the fight. Momentum has gathered in recent months. With strong Iraqi leaders out front and with continued coalition -- and now NATO -- support, this trend will continue. It will not be easy, but few worthwhile things are.

The writer, an Army lieutenant general, commands the Multinational Security Transition Command in Iraq. He previously commanded the 101st Airborne Division, which was deployed in Iraq from March 2003 until February 2004.



US Department of Defense

Talking Points – Sept. 27, 2004 – Gen. Abizaid on Iraq

Gen. John Abizaid, commander of US Central Command, appeared Sunday, Sept. 26 on NBC's Meet the Press. Following are highlights of his interview.

- Iraq is moving in the direction that will allow it to emerge as one of the first democratic and representative states in the Middle East.
 - The Coalition's military activities in Iraq have moved the country ahead in a positive manner.
 - The fight in Iraq is tough, and will continue through the Iraqi elections, but we mustn't lose heart.
- Commanders in the field are confident about the military mission and the ability to have an election period that is fair and relatively stable.
 - Commanders are under no illusion about all Iraq being stable, nor are they under the illusion that the entire country is dangerous.
 - The environment is complex – there are stable areas in the north and south, but there are areas around Fallujah and the Sunni heartland that are dangerous to government officials and U.S. forces.
 - The Coalition has moved very fast in building security institutions in Iraq that will provide a stable atmosphere for the elections.
 - Just four months ago, people were saying the Iraqi interim government would never emerge, but it did. It is possible to move the process forward from occupation to partnership to full independence in Iraq.
- The National Intelligence Estimate prepared in July is an overly pessimistic estimate of the situation in Iraq.
 - Many people -- U.S. and Coalition troops, Iraqis defending their country and serving in the government -- are working for a better future and fighting the extremists.
 - Iraq will emerge as an independent nation that sets the standard for good government in the region. It will take continued focus and perseverance, plus help from courageous U.S. troops and people in Iraq and the Middle East.
- The problem of ideologically motivated terrorism in the Middle East and Central Asia must be faced.
 - Iraq and Afghanistan cannot be looked at through a soda straw. Ideologically motivated terrorism must be confronted region-wide, most importantly with moderates in the region who don't want extremists dictating what kind of life they have.
 - The greatest danger to the foreign fighters, the terrorists and the former regime are free and fair elections.
- The constant Washington drumbeat that the war is being lost and can't be won and the resistance is out of control doesn't square with the facts on the ground.
 - The resistance is hard, but Iraqis and Coalition members will battle it together through economic, political and military means. It won't be easy, but it is possible.

- **The stage is being set for successful**
 - Iraq's armed forces are being built up with an additional 25,000 forces that will help secure elections in conjunction with U.S. forces.
 - It will be a tough fight, and there will be a lot of violence between now and then.
 - The conditions will not be perfect. The goal is that the election will be able to be held in the vast majority of the country under good circumstances.

- **Iraqi security forces have undergone extensive renovations**
 - The forces were destroyed and there have been setbacks and revisions to the strategy to rebuild them.
 - The current forces are serious about their duties – they are fighting and dying for their country.
 - The key is to build an effective, well-trained security force loyal to the civilian government that can eventually protect the country.
 - Approximately 100,000 armed forces and police forces now are trained and equipped by the measure of the standard Lt. Gen. Petraeus uses that is accepted by Prime Minister Allawi. The numbers will continue to grow.

- **People in the Middle East do not like the**
 - They do not want it to be successful, and they need American help.
 - The process will be long and difficult, but it can be fought successfully if Americans come together at home and with people in the region and the international community to set standards for good government and a moderate lifestyle.

Links: Gen. Abizaid [biography](#).



US Department of Defense

Talking Points – Sept. 24, 2004 – Secretary Rumsfeld Iraq Quotations

Following are quotations from Secretary Rumsfeld at media availability today at the Pentagon, where the secretary hosted Prime Minister Ayad Allawi of Iraq. ([transcript](#))

Prowess in Iraq

"Iraq is a free nation, with a new government determined to defeat extremists and to hold elections."

"Tens of thousands of Iraqis are courageously volunteering to serve in the Iraqi security forces... and in the interim government."

Goals in Iraq

"... an Iraq that was a single country, not broken into pieces; that was at peace with its neighbors and didn't have weapons of mass destruction; and that fashioned a government that was respectful of the various women, religious groups, all the diversity that existed in that country. We did not fashion a template and (say) it had to look like this. We said it's going to be an Iraqi solution."

Iraqi Elections

"We and the government of Iraq intend to see that the elections are held, intend to see that they are held on time, and to do...everything possible to see that that happens and to see that every Iraqi has the right to vote."

"We recognize that there is an increased level of violence as we move toward these elections. We recognize a free and peaceful Iraq is a powerful blow to the extremists in the world who are determined to have the world their way. The road ahead will take courage."

Stress on the Force and Numbers of U.S. Troops in Iraq

"We have...underway something like 35 or 45 initiatives to reduce stress on the force. We have used the emergency authorities to increase the size of the force."

"We've said it a hundred times; if General Abizaid decides he needs more forces, obviously there will be more U.S. forces. We know we're seeking more Coalition forces, and some additional Coalition forces have already agreed to participate, for example, with respect to protecting the U.N. during the election period."

The Draft (Secretary Rumsfeld before the Senate Armed Services Committee, Sept. 23, 2004)

"...it is absolutely false that anyone in this Administration is considering reinstating the draft. That is nonsense. We've got 295 million people in the United States of America. We need 1.4 million people to serve in the Active force. We are having no trouble attracting and retaining the people we need. If we were managing this force better -- and it takes years to rearrange it properly -- it has been malorganized, malarranged as between the Active and the Reserve components, and we've got too darn many people in uniform doing civilian jobs. And if we have to increase the numbers above 1.4 million, we can do it under the emergency authorities, We are not having trouble maintaining a force of volunteers. Every single person's a volunteer. We do not need to use compulsion to get people to come in the armed services! We've got an ample number of talented, skillful, courageous, dedicated young men and women willing to serve. And it's false."



US Department of Defense

Talking Points – Sept. 23, 2004 – SecDef Hill Global Posture Testimony

Secretary Rumsfeld testified today before the Senate Armed Services Committee about the U.S. military's global posture. Global posture, explained simply, is the worldwide deployment of military personnel, equipment and installations, particularly in overseas areas. Following are highlights of his prepared testimony ([full text](#)).

- **Rearranging our nation's global posture is essential to winning the**
 - Rearranging global posture is part of a broader set of undertakings – we also must change mindsets and perspectives.
 - The military must transform into a more agile and more efficient force, ready and able to combat today's asymmetric challenges.

- **The U.S. military is already working**
 - The size of the Army has been increased, It is being reorganized into more agile, lethal and deployable brigades.
 - The Active and Reserve components are being retrained and restructured to improve the total force's responsiveness to crises. These changes mean when individual guardsmen and reservists are mobilized, it will be less often, for shorter periods, and be more predictable.
 - Jointness between the services is being increased.
 - Communications and intelligence activities are being improved.
 - New commands have been established and others improved – such as the Northern Command and the Strategic Command.

- **Civilian personnel systems**
 - Tens of thousands of uniformed people today are doing essentially non-military jobs – yet reservists are being called up to fight in the Global War on Terror.
 - Converting jobs being done by military personnel to civilians or contractors will free up the military personnel for military jobs.
 - The new National Security Personnel System will expedite the hiring process for civilian employees and reward those who are outstanding. It will also streamline the complex regulations that frustrate efficiency.

- **In this new era, enemies are scattered in small cells across the however, are arranged essentially to fight large armies, navies and air forces. DoD has developed new concepts to govern the way the military is aligned**
 - Troops should be located where they are wanted, welcomed and needed.
 - Troops should be located in environments that are hospitable to their movements.
 - Now some host countries or their neighbors impose restrictions.
 - Locations must allow our troops to be usable and flexible.
 - In the future, we can't expect to have six months of planning like the 1991 Gulf War.
 - DoD must take advantage of advanced capabilities that allow the military to do more with less.
 - The old reliance on presence and mass reflects industrial-age thinking from last century.

- **By thinking in new ways, DoD has developed plans for a more force posture for the 21st**
 - Main operating bases in places like Germany, the United Kingdom, Japan and Korea will be consolidated but retained. Instead, DoD will:
 - Use forward-operating sites and locations with rotational presence and prepositioned equipment; and
 - Work to gain access to a broader range of facilities with little or no permanent U.S. presence but with periodic service or contractor support.
 - In Asia – build on current ground, air and naval access to overcome vast distances and bring additional air and naval capabilities forward into the region, plus consolidate facilities and headquarters in Japan and Korea.
 - In Europe – seek lighter and more deployable ground capabilities and strengthened special operations forces, both positioned to deploy more rapidly to other regions if necessary.
 - In the broader Middle East – maintain “warm” facilities for rotational forces and contingency purposes. DoD will build on cooperation and access from host nations during Operations Enduring Freedom and Iraqi Freedom.
 - In Africa and the Western Hemisphere – DoD envisions an array of smaller cooperative security locations for contingency access.

- **The proposed new arrangements will significantly improve the lives**
 - In the coming years, up to 70,000 troops and some 100,000 family members and civilian employees will transfer home.
 - Future deployments should be somewhat shorter. Families will have fewer permanent changes of station, which will mean less disruption in their lives.

- **Global posture and BRAC 2005 (Base Realignment and Closure) are tightly depend on each**
 - Both global posture and BRAC are key components of the President’s transformation agenda.
 - Global posture progress has allowed DoD to provide specific input on overseas changes for BRAC. This input will allow domestic implications of the global posture review – with forces and personnel either returning to or moving forward from U.S. territory – to be accounted for in the BRAC decision-making progress.



US Department of Defense

Talking Points – Sept. 22, 2004 – Global War on Terror Progress

Following are talking points on Progress in the Global War on Terror.

Resolve to Win the Global War on Terror

- The United States is committed to winning the Global War on Terror. More than 80 nations are working together as an integrated team to ensure the world is a safer, more secure place. The Coalition is removing the threat of terrorism by the roots and building the foundation for enhanced national and international security.
- The battle between moderation and extremism requires that all nations engage. This is not just a military fight. We must encourage the types of reform that lead to moderation – economic, political, diplomatic, judicial, social and military.
- We are winning. We have not lost an engagement at the platoon level (approximately 30 people) or above in three years of war. This enemy knows he cannot defeat us, but he is focused on winning the battle of perception, attacking civilians to spread fear among local populations in Afghanistan and Iraq. His goal is to win the perception battle and force us to lose our will. We must remain committed.
- Coalition forces continue to put pressure on extremist groups operating throughout the world. We have been successful in areas like Iraq, Afghanistan and the Horn of Africa in many ways, but there remains much more to do to counter the forces of extremism.

Signs of Change in Afghanistan

- Coalition and Afghan forces are setting the conditions for a stable and safe environment for successful presidential elections in October, followed by parliamentary elections in the spring.
- The United Nations Assistance Mission in Afghanistan reports that over 10 million voters are registered as of Aug. 29 for the Oct. 9 presidential election. More than 41 percent of registered voters are women.
- Operation Lightning Resolve began July 14, 2004. More than 18,000 Coalition forces, together with the Afghan National Army and Afghan National Police, are increasing their security operations in towns and villages.

Status in Iraq

- The Coalition remains fully committed to assisting the Iraqis in restoring security and rebuilding their nation.
- The Iraqi National Conference met and selected the Interim National Council. The Interim Iraqi Government is now planning for elections in January.
- The enemy is unscrupulous and has no vision of the future; it represents a return to a bankrupt past.
- The overwhelming majority of Iraqis want to rebuild their country and defend it from fringe groups who want to tear it apart.
- The largest single contributor to Iraq's security is the Iraqi people, who continue to step forward to join the various Iraqi Security Forces.
- Fallujah: Current operations in and around Fallujah are designed to eliminate anti-Coalition forces that have conducted terrorist-like acts in an attempt to intimidate the population, and disrupt the progress towards peace, stability and self-governance for the Iraqi people.
- Najaf: Najaf and Kufa are in the hands of the legitimate Iraqi government. Security is being maintained by Iraqi security and police forces. Coalition forces remain in the Najaf area at the request of the Prime Minister.
- Improvised Explosive Devices: The Coalition detects more IEDs than are detonated, and commanders continue to improve tactics, techniques and procedures to mitigate this risk.



US Department of Defense **Talking Points – Sept. 20, 2004 – Iraq security**

Iraqis continue to line up to volunteer to protect their country as part of the military and police, even as attacks are launched on the forces by militants trying to disrupt Iraq's progress. The Coalition is making tremendous progress training Iraqi Security Forces. Following are highlights. For more information, please refer to the attached slides from the Joint Chiefs.

- More than 400,000 security forces are conducting stability operations in Iraq.
 - The largest single contributor to Iraq's security is the Iraqi people -- more than 238,000 Iraqis serve as part of their country's security force.
 - Throughout Iraq, Multi-National Forces are working to transfer responsibility to the Iraqi police, border police and Iraqi National Guard.
- The Iraqi government, in close consultation with Coalition training commanders, has established several entities to provide security in Iraq. More than **96,000** Iraqis (in addition to 74,000 Facilities Protection Service members) have been trained in their respective security areas including:
 - Iraqi Police Service – almost 39,000
 - Iraqi National Guard – more than 38,000
 - Department of Border Enforcement – more than 14,000
 - Iraqi Army – more than 4,700
 - Iraqi Intervention Force (the counterinsurgency arm of the army) – more than 1,900
- In addition to the more than **99,000** Iraqis who have been trained for the various Iraqi Security Forces, almost **20,000** are in training, including:
 - Iraqi Police Service – more than 3,000 in training
 - Iraqi Army – more than 7,900 in training
 - Iraqi Intervention Force – almost 5,500 in training
- All told, more than **62,000** members of the military are working or training to protect their country (almost **46,000** have been trained; another **16,000** are in training).
- The Iraqi Police Service and the Department of Border Enforcement have more than 53,000 trained officers.
 - As Iraq continues to grow its military forces, these other security elements are in place to provide the immediate security needed in the country now as it transitions to democracy.
 - More than 100,000 are on duty in different capacities. The current goal is to have 172,000 police forces on duty.
- The training of Iraqi security troops is about halfway complete.
 - All 27 battalions of the Iraqi Army and the Iraqi Intervention Force will be operational by January. All other training should be essentially finished by June 2005.
- Iraqi Security Forces continue to improve, but performance varies by region. Recent operations by elements fighting in Najaf demonstrate capability.
- Recruiting efforts for the Iraqi Security Forces continue to be very successful.

- More than 850 law enforcement students graduated from training last week; another 2,500 candidates started police training.
- More than 250 recruits started basic training in the army last week; another 7,100 available and qualified recruits were awaiting transportation to training.
- **More than 715 Iraqi Security Forces have died defending their country.**

11-L-0559/OSD/46841



Ministry of Interior Forces: Man, Train, and Equip

AS OF 20 SEP 04

		MANNING		TRAINING			EQUIPPING							
							WEAPONS		VEHICLES		COMMS		BODY ARMOR	
COMPONENT	AUTH	ON DUTY	UN TRAINED	IN TRAINING	TRAIN-ED	REQ	O/H	REQ	O/H	REQ	O/H	REQ	O/H	
						Iraqi Police	IRAQI POLICE SERVICE	135K	84,950	42,964	3,065	213,185	94,120	22,395
	CIVIL INTERVENTION FORCE	4,920		0	0	11,490		1,002		10,240		4,800		
	EMERGENCY RESPONSE UNIT	270		0	0	1,020	500	58		352		270		
Dept of Border Enforcement		32,000	16,151	1,375	463*	14,313	42,601		8,271	8,271		28,626		
TOTAL		172,190	101,177	44,339	3,528*		268,296	111,062	31,726		86,428		168,696	

- 70-100% OF REQUIREMENT
- 40-69% OF REQUIREMENT
- 39% OR LESS OF REQUIREMENT

(Does not include 73,992 personnel in Facilities Protection Service)



Ministry of Defense Forces: Man, Train, Equip

AS OF 20 SEP 04

FORCE	COMPONENT	MANNING		TRAINING			EQUIPPING							
		REQ'D	O/H	UN-TRAINED	IN TRAINING	TRAINED	WEAPONS		VEHICLES		COMMS		BODY ARMOR	
							REQ	OIH	REQ	O/H	REQ	OIH	REQ	OIH
ARMY	IRAQI ARMY	27,000	12,699	0	7,910		23,606	15,432	2,298		3,596		20,949	
	IRAQI NATIONAL GUARD	61,904	41,405	0	2,744	38,661	68,760	37,635	2,142		11,208		62,032	
	IRAQI INTERVENTION FORCE	6,584		0	5,489		8,850		583		1,798		6,584	2,741
	IRAQI SPECIAL OPS FORCE	1,967		0	75		2,473	1,049	408		1,368		1,967	
AIR FORCE		502	206	0	39		383	0	34		21		502	
COASTAL DEFENCE FORCE		409		0	130	282	486	12	15		156		409	
TOTAL		98,366	62,795	0	16,387	46,408	104,558	57,428	5,480	2,819	18,147		71,152	32,988

Legend

- 70-100% OF REQUIREMENT
- 40-69% OF REQUIREMENT
- 39% OR LESS OF REQUIREMENT



US Department of Defense

Talking Points – Sept. 15, 2004 – Hispanic American Heritage Month

Today marks the beginning of Hispanic American Heritage Month. Thousands of Hispanic Americans serve in the U.S. Armed Forces, including Lt. Gen. Ricardo Sanchez, Commanding General, 5th Corps. Lt. Gen. Sanchez spoke today at a Salute to Hispanic WW II Veterans hosted by the Hispanic War Veterans of America. Following are highlights of his prepared remarks and highlights of other Hispanic Americans who have served.

- The Services continue to be a place where all Americans can find unlimited opportunities for professional development and success.
- American service members embrace a common value system that transcends race, color and ethnicity to serve for the common good.
- There is no better ambassador than America's Army with its diversity. This diversity makes the U.S. Army the best in the world, and it is embracing democracy that is so difficult for other nations.
- Common threads that bind Hispanic Americans and all Americans in the military include loyalty to the constitution and to fellow soldiers, honor, and a sense of duty that results in the accomplishment of any mission despite even seemingly insurmountable odds.
- In the end, the strength of American society lies in its ability to embrace the American ideals of democracy and equal opportunity for all.

Lt. Gen. Sanchez also recognized the accomplishments of several Hispanic Americans, including:

- David Barkeley, a private in the U.S. Army and the Army's first Hispanic Medal of Honor recipient. On Nov. 9, 1918, he swam the icy Meuse River in France, crawled 400 yards behind enemy lines, and drew maps of the enemy artillery unit locations. He drowned while swimming back to his unit; his partner completed the mission. During Hispanic heritage celebrations in 1989, Barkley was finally awarded the Medal of Honor.
- Luis R. Esteves was the first Puerto Rican graduate of West Point and was the founder of the Puerto Rican National Guard. He was the first member of the West Point Class of 1915 to become a general officer, ahead of his classmates Eisenhower, Bradley, Van Fleet and McNameey.

Earlier this month, the Department of Defense hosted an award luncheon in conjunction with the First National Latina Symposium.

- Keynote speaker Air Force Brig. Gen. Maria Owens, director for manpower and personnel on the Joint Staff, told the audience how the Air Force has taught her to be a leader as well as a manager. A Mexican American, Brig. Gen. Owens said she inherited a legacy of service from her parents. Her father enlisted in the Navy at age 15, then went on to serve as both an enlisted member and officer in the Army and later the Air Force. Her mother, a nurse, served in the Army and Air Force.
- At the Sept. 8 luncheon, John M. Molino, acting deputy undersecretary of defense for equal opportunity, said DoD has made considerable progress in Hispanic representation in the military, but needs to do more. Since DoD began to draw down the force in the late 1980s, Hispanic representation in the active duty military has more than doubled.



US Department of Defense

Talking Points – Sept. 14, 2004 – DepSec RAND Speech

Deputy Secretary of Defense Paul Wolfowitz addressed the RAND Conference on Terrorism in Washington last week. The topic was “A Strategic Approach to the Challenge of Terrorism.” Following are highlights of his remarks ([full text](#)).

- **Four basic principles must guide the United States in its strategy to combat terrorist fanaticism:**
 - (1) Recognize the struggle will be long. The United States will win, but the victory will probably not be marked by an event as dramatic as the signing aboard the USS Missouri or the collapse of the Berlin Wall.
 - (2) The United States must use all the instruments of national power, including military force, but not solely or even primarily military force. Different elements of national power, including the “softer” ones, reinforce each other.
 - (3) The struggle will be waged in multiple “theaters,” including the United States. Americans cannot ignore any of the theaters. Efforts must be sequenced so energies are focused in the right places at the right times.
 - (4) The struggle is both physical and ideological. There must be a vision of life, hope and freedom to counter the terrorists’ vision of tyranny, death and despair.

- **One lesson of September 11th is that the United States can no longer continue to live with terrorism as an evil but inescapable fact of international life.**
 - While every individual terrorist threat cannot be eliminated, the United States can hope to eliminate global terrorist networks and end state sponsorship of terrorism.
 - Americans must be patient: A problem that grew up in 20 or 30 years is not going away in two or three.
 - The same values that held the Allies together for four decades of often contentious debates have brought more than 80 countries into the larger Coalition in the Global War on Terror.
 - A longing for freedom penetrated the Iron Curtain and brought about the peaceful end to the Cold War. Today, the same universal desire for liberty is the strongest weapon to fight fanaticism.

- **Combating terrorism involves many**
 - Efforts must be sequenced in a way that makes sense – what happens in one theater impacts others. Success in one theater can provide a platform for success in others.
 - Success in Afghanistan has deprived al Qaeda of a sanctuary there, supported President Musharraf’s position as a friend of the United States, and driven al Qaeda terrorists into Pakistan, where it has been possible to capture them.
 - The capture of terrorist operatives in Pakistan has led to arrests of key associates in places as distant as London and Chicago, and provided new information about terrorists’ plans.
 - The Saudis have killed or captured more than 600 al Qaeda associates. Their counter-terrorist efforts have benefited from the ability of the United States to remove the threat of Saddam as well as the burden of supporting a large military presence on Saudi territory, which was made possible by the liberation of Iraq.

- **Afghanistan and Iraq are the two central fronts in the Global War on**
 - Fifty million people in Afghanistan and Iraq have been freed from brutal tyranny.
 - Afghanistan and Iraq are on their way to becoming America's newest allies in the fight for freedom.
 - Both countries are moving toward self-government.
 - The success of democracy in both countries will represent a major defeat for terrorists, including associates of al Qaeda.

- **Victory in the Global War on Terror requires sowing seeds of hope and expanding the appeal of freedom, particularly in the Middle East.**
 - Winning in Afghanistan and Iraq is imperative, but these victories are only part of the larger Global War on Terror.
 - As democracy grows in the Middle East, it will become easier for peacemakers to succeed throughout the region.
 - As President Bush said in a speech in November marking the 20th anniversary of the National Endowment for Democracy, the United States must work with its partners in the greater Middle East and around the world to promote tolerance, the rule of law, political and economic openness and the extension of greater opportunities so that all people can realize their full potential.



US Department of Defense

Talking Points – Sept. 10, 2004 – SecDef National Press Club Speech

Secretary Rumsfeld today addressed the National Press Club on progress in the Global War on Terror three years after the attacks of Sept. 11, 2001, Following are highlights of his opening remarks.

- Some are tempted to think if the United States pulled back from the extremists and let events run their course, that somehow the world would go away and the nation could return to a more comforting pre-9/11 world. Consider the world of Sept. 10,
 - Two Americans and six others were on trial by the Taliban for the “crime” of preaching their religion.
 - The leader of the opposition Northern Alliance, Ahmed Shah Massoud, lay dead. His murder was ordered by Taliban co-conspirator Osama bin Laden.
 - Iraqis bragged about having shot down a U.S. reconnaissance drone in late August.
 - A.Q. Khan and his secret network were aiding the nuclear programs of Libya, North Korea, Iran and other countries.
 - Hani Hanjour and his associates checked into a hotel near Dulles Airport in Virginia, preparing to board American Airlines Flight 77 the next day. In New Jersey, Todd Beamer postponed his business trip for a day to spend some time with his family.
- Sept. 10, 2001, was not the last day of world innocence. It was, however, the day America’s lack of understanding of a worldwide extremist movement began to terrorize, defeat and destroy civilized people everywhere. In the world
 - The Taliban regime is gone. Those not captured are on the run. More than 10 million Afghans have registered to vote.
 - Saddam Hussein’s regime is finished; he is in jail; his sons are dead.
 - Libya has renounced its illicit weapons programs and is seeking to re-enter the community of civilized nations.
 - A.Q. Khan’s arms network has been shut down. The Pakistani government is a staunch ally against extremism and terrorism.
- While some find false comfort in September 10th thinking, our enemies are still plotting in a September 11th world for a
 - Al Qaeda first attacked the World Trade Center in 1993.
 - Attacks targeted the Air Force barracks in Saudi Arabia in 1996, U.S. embassies in East Africa in 1998, and US. Sailors on the USS Cole in 2000.
 - Attacks continue today, with extremists killing hundreds in Spain, Turkey, Kenya, Indonesia and Russia.
 - If the enemies of civil society gain the chemical, biological or nuclear weapons they seek, it is not inconceivable that an attack could cause the deaths of not 3,000 people, but 30,000 or 300,000.
- For the past 3 ½ years, the Defense Department has been reforming the way U.S. forces are organized, equipped and positioned in order to meet 21st

- DoD is reshaping and modernizing its global force posture, away from Cold War obsolescence.
 - DoD is restructuring and transforming the military. The Army is rebalancing specialties between the active and reserve components, and increasing the number of self-sufficient brigades available for rapid deployment overseas.
 - DoD is developing, testing and beginning to deploy limited defenses against ballistic missiles to deter rogue states from attempting to think they can blackmail America or its allies.
 - The United States is updating existing alliances and building new relationships. Countries like Uzbekistan, Azerbaijan, Yemen, Pakistan and India are now partners in the fight against extremism.
- **Tactics of terrorists and extremists vary, but their objectives are intimidate and demoralize the United States and its allies with**
- They are conducting reigns of terror against mayors and city council members, Afghan women who register to vote, volunteers for the Iraqi security forces – all those who represent hope and freedom.
 - They know the rise of a free, self-governing Afghanistan and Iraq will give momentum to reformers across the region.
- **Freedom has always required sacrifice and**
- The civilized world passed the 1,000th casualty mark at the hands of extremists long ago – more than 3,000 killed on Sept. 11 – in a series of attacks including the bombings at embassies and military barracks overseas.
 - It was the murder of so many on one morning on U.S. soil that brought home what America is up against in this ongoing struggle.
 - As long as the United States and the Coalition continue the mission, work to change the terrorists' way of life before they change ours, and avoid returning to the false comfort of September 10th thinking, victory will come, as it has in past conflicts.



US Department of Defense
Talking Points – Sept. 7, 2004 – SecDef Press Briefing

Secretary Donald Rumsfeld and Gen. Richard B. Myers, chairman of the Joint Chiefs of Staff, briefed the Pentagon press corps today on progress in the Global War on Terror. Following are highlights from the secretary's opening remarks.

- **Those who choose violence and terror think nothing of**
 - The civilized world watched in horror last week as Russian children were taken hostage on their first day of school and hundreds of Russians were killed and wounded.
 - Because extremists seek to terrorize innocent men, women and children wherever they are and wherever they live, the Coalition must stay on offense.

- **Taking the offense in the Global War on Terror will have**
 - American forces will soon suffer the 1,000th casualty at the hands of terrorists and extremists in Iraq.
 - When combined with US losses in other theaters in the Global War on Terror, the country has already lost more than 1,000 men and women in uniform. The American people honor their courage and sacrifice, and mourn with their families.
 - The civilized world has already passed the 1,000th casualty mark – hundreds were killed in Russia last week, and this week the United States marks the 3-year anniversary of the September 11th attacks, when more than 3,000 people from dozens of countries died.

- **September 11th was not the beginning of terrorism, and the war in Iraq**
 - International terrorists declared war on the world's nations.
 - Over decades, these terrorists have killed thousands of Americans and citizens of other countries.

- **Since the September 11th attacks, the world has made progress in the**
 - The Taliban regime is gone and Osama bin Laden is on the run.
 - Pakistan, which once supported the Taliban, is now a strong ally against terrorists.
 - Saddam Hussein is in jail, soon to be on trial.
 - Uday and Qusay Hussein are dead.
 - The people of Iraq are forming a representative government that will not threaten their people, their region or the world.
 - A.Q. Khan's clandestine network that had provided nuclear technologies to Libya, North Korea and possibly other nations, has been shut down.
 - Libya's Moammar Gadhafi has given up his nuclear weapons program.



US Department of Defense

Talking Points – Aug. 25, 2004 – Additional Schlesinger Points

Following are talking points on the Schlesinger Panel Report.

- The report by the Schlesinger Panel is the first independent report into
 - The Panel found there was no policy of abuse at Abu Ghraib.
 - The Panel acknowledged the access and cooperation it received throughout the investigation.
- In this new age and the Global War on Terror, the government was organized
 - This has been a common conclusion of the 9/11 Commission, the Intelligence Report on WMD, and other assessments.
 - The Department of Defense is reviewing Army force structure across the spectrum of disciplines to better reflect the 21st century.
 - In this context, the Schlesinger Panel recommendation concerning the missions and force structure of military police and military intelligence is better understood.
- The Panel report states, “serious leadership problems in the **800th** and the **205th** Military Intelligence Brigade, to include the **320th** Commander and the Director of the Joint Debriefing and Interrogation abuses
 - The Panel concluded that there were serious lapses of leadership in both units from junior NCOs to battalion and brigade levels.
 - The Panel found no evidence that organizations above the 800th MP Brigade or 205th MI Brigade level bear direct responsibility for the incidents at Abu Ghraib.
- The Panel made several recommendations to improve oversight
 - The Panel recommended the creation of an Office of Detainee Affairs.
 - The Secretary of Defense established the Office of Detainee Affairs on July 16, 2004.
 - DoD has also established new procedures for the review of International Committee of the Red Cross reports.
 - The remaining recommendations will be reviewed together with recommendations from other investigations DoD has undertaken to assess what further improvements can be made.
- The Panel reiterated the importance of interrogation as a means information in the global
 - The Panel expressed concern for the “chilling effect” investigations may have on gaining additional intelligence. We must keep intact our ability to conduct effective interrogation.
- The Panel found that abuses depicted in the widely circulated photographs are not the result of authorized interrogation procedures.
 - The Panel reported that prisoners depicted were not part of intelligence gathering efforts.
 - As the Panel reported] “they were the freelance activities on the part of the night shift at Abu Ghraib.”

Links: [Read the Report](#); [DoD web site Detainee Investigations page](#)



US Department of Defense

Talking Points – Aug. 24, 2004 – Schlesinger Panel Report

The Independent Panel to Review DoD Detention Operations (the "Schlesinger Panel") today released its report regarding allegations and investigations of abuse at DoD detention facilities. Following are talking points.

Panel Membership

- The panel was appointed by Defense Secretary Donald H. Rumsfeld. [[Secretary's memo](#)]
- Panel members were charged by the Secretary to provide independent professional advice on detainee abuses, what caused them and what actions should be taken to preclude their repetition.
- The chairman of the panel was former Secretary of Defense James Schlesinger. Panel members were former Secretary of Defense Harold Brown, former Rep. Tillie K. Fowler and Gen. Charles A. Horner (USAF-Ret.).

The Panel's Work

- The panel conducted more than 20 interviews of relevant persons ranging from Secretary Rumsfeld, Deputy Secretary Paul Wolfowitz, senior DoD officials, the military chain-of-command and their staffs, plus other officials directly or indirectly involved with incidents of Abu Ghraib prison and other detention operations.

Secretary Rumsfeld Statement on the Independent Panel Report (Secretary's statement)

- The panel's information and recommendations are important and will assist the Department's ongoing efforts to improve detention operations.
- As the Secretary emphasized during his congressional testimony in May, the Department has an obligation to evaluate what happened and to make appropriate changes. The panel's contributions will help with this effort.
- The Secretary reiterated the Department would see that the incidents were fully investigated, make findings, make the appropriate corrections and make them public.
- As the reports are completed, they will be made available to the Congress and to the press, as appropriate.

Links: [Read the Report](#); DoD [web site Detainee Investigationspage](#)



US Department of Defense

Talking Points – Aug. 23, 2004 – Afghanistan Update

Secretary Rumsfeld and Gen. Richard B. Myers, chairman of the Joint Chiefs of Staff, visited Afghanistan in mid-August, where they met with U.S. troops and Afghan and U.N. officials. Following are highlights of progress in Afghanistan.

Voter Registration

- The surge in voter registration for the Oct. 9 presidential election demonstrates the Afghan people's determination to make democracy work.
 - More than 9.4 million Afghans have registered to vote. More than 41 percent are women.
 - U.N. officials expect that 9.8 million voters could be registered by end of the registration process.
 - The United Nations is leading the effort on the presidential election and the parliamentary elections that will follow, scheduled for spring 2005.

Election Security

- The threat to Afghanistan's presidential election comes from the remnants of the Taliban, who will try to disrupt the process, using terror as a weapon.
 - Coalition forces are working with the Afghan government to stop the violence.
 - Forces will shift their emphasis to election security as the election date draws closer to ensure Afghans can get to the polls and the process is not disrupted.
 - An extra U.S. brigade was put in the country for the springtime offensives and the elections.
 - Spain and Italy are both sending battalions to support the election process.

Provincial Reconstruction Teams

- Provincial Reconstruction Teams (PRTs) are helping curb the Taliban's influence in Afghanistan.
 - PRTs are small groups of civilian and military personnel working in Afghanistan's provinces.
 - Sixteen PRTs are spread throughout Afghanistan.
 - The PRTs extend the central government's reach and provide infrastructure that will help keep the country stable.
 - PRTs are an example of the international community's coordination and willingness to join the Coalition in the Global War on Terror. Some of the leaders of the PRTs include New Zealand, the United Kingdom, and Germany, under the auspices of NATO.
 - Secretary Rumsfeld and Gen. Myers met with members of the Jalalabad provincial reconstruction team.

Confronting the Opium Problem

- The narcotics trade is one of the biggest threats to Afghan stability.
 - Afghanistan's largest cash crop is the poppy.
 - The Afghan government is working to confront the opium problem and the other problems drug money can bring.

(Rumsfeld, Karzai press conference transcript)



US Department of Defense

Talking Points – Aug. 20, 2004 – Global Posture – International Response

International Response to President's Announcement on U.S. Global Force Restructuring

"In Berlin yesterday, Chancellor Gerhard Schroeder's co-ordinator for U.S. German relations was upbeat, arguing the U.S. changes were part of the 'modernization' of relations between Berlin and Washington. Karsten Voigt said: 'We can understand Washington's need to restructure its military - our military is doing the same thing - and we do not perceive this as a political move directed against us', despite tensions over Iraq.

"He said Washington was pulling troops out because the cold war threat to Germany and Europe no longer existed. 'This is positive: let's not make a crisis out of something that is in reality a success story.'"

Financial Times
Aug. 18,2004

"The troop withdrawal by the United States from Germany is, according to the words of Federal Chancellor Gerhard Schroeder (SPD), not a reaction by U.S. President George W. Bush to the German Iraq policy. The planned withdrawal of up to 70,000 U.S. soldiers from Europe and Asia in the next ten years comes as no surprise, said Schroeder today in Berlin. The discussion on the troop presence of the United States is much older than (the discussion) over Iraq. Germany will indeed continue to have the largest proportion of U.S. soldiers in Europe."

dpa -- German Press Agency
Aug. 18,2004

"Seoul has dismissed fears of a security vacuum on the Korean peninsula after U.S. President George W. Bush on Monday confirmed his plan to withdraw 70,000 U.S. troops from around Europe and Asia, including 12,500 stationed in South Korea. Ban Ki-moon, minister of foreign affairs and trade, said Tuesday the troop reduction plan is nothing new for South Korea and the government is working out measures to ensure the nation's security is not compromised. 'The South Korean government has been well aware of this plan, as Washington notified us of it some time ago,' Ban told reporters before entering a Cabinet meeting. He said South Korean defense officials are in talks with the United States Forces Korea (USFK) to decide details for the withdrawal..."

The Korea Times (Internet Version)
Aug. 17,2004

"Japan welcomes the review of the U.S. military framework that will better suit the global security environment and further contribute to peace and stability."

From Japanese Foreign Ministry Statement
Reported by Associated Press
Aug. 17,2004

"The U.S. has consulted closely with Australia over its plans for the global force posture review and we see this initiative as a positive development for both regional and global security. It will improve the U.S. capability to contribute to international efforts to defeat global threats such as terrorism and the proliferation of weapons of mass destruction, and enable the U.S. to engage more effectively in regional contingencies."

Australian Defense Minister Robert Hill
Reported by Agence France Presse
Aug. 17, 2004

"Russian Defense Minister Sergei Ivanov said he was not concerned about the planned increase in the U.S. presence on the territory of former Soviet allies such as Poland and Romania, and the ex-Soviet republic of Uzbekistan in Central Asia.

"I don't see anything alarming in these plans,' he told reporters."

BBC News on the Internet
Aug. 17, 2004

When asked if President Bush's planned restructuring of U.S. force abroad means "a weaker commitment or not," Italy's Minister of Foreign Affairs Franco Frattini said, "Absolutely not. The Cold War is a thing of the past. America has signaled a major acknowledgement of the importance of the Mediterranean by moving the headquarters of the United States Navy from London to Naples."

From Corriere della Sera
August 17, 2004

"According to the coordinator for German-US cooperation in the Foreign Ministry, Karsten Voigt (Social Democratic Party of Germany [SPD]), the planned reduction of U.S. troops in Germany does not signify a deterioration of the security situation in Europe. The FRG [Federal Republic of Germany] will remain the largest deployment area of the United States in Europe, the SPD politician told Deutschlandfunk on Tuesday [17 August]. By restructuring its armed forces in Europe, the United States wanted to have more mobile units at its disposal to meet the changed threats worldwide. In addition, the planned withdrawal was an expression of the fact that the Cold War was over and that Europe's division had been eliminated, Voigt pointed out."

Berlin ddp in German
Aug. 17, 2004



US Department of Defense

Talking Points – Aug. 18, 2004 – SECDEF Missile Defense

Secretary Rumsfeld today addressed the 7th Annual Space and Missile Conference in Huntsville, Ala. The topic of his speech was missile defense. Following are highlights.

Background

- It has been two years since President Bush announced the decision to deploy an initial missile defense capability.
 - In the past few weeks, the first interceptor was put in place at Fort Greely, Alaska.
 - By the end of this year, we expect to have a limited operational capability against incoming ballistic missiles.

Threats Still Exist

- Although the Cold War is over, threats to our nation still remain.
 - Roughly two dozen countries, including some of the world's most dangerous regimes, possess ballistic missiles and are attempting to acquire missiles of increasing range and destructive capability.
 - The intelligence community estimates a number of these states have nuclear, biological and chemical weapons programs.
 - North Korea is working to develop and deploy missiles capable of reaching not just their neighbors, but the United States as well. The same can be said of Iran.
 - More countries are sharing information – as demonstrated by Libya's recent admission.

Weakness, Delays and Threats

- Terrorists are searching for signs of vulnerability and weakness. History has taught us weakness is provocative.
 - The longer the delay in deploying even a limited defense against these kinds of attacks, the greater the likelihood of an attempted strike.
 - Without any defense against missiles, terrorists and rogue nations could use the *threat* of an attack to try to intimidate America or our allies from acting against them.

Answering the Critics

- Testing continues to show missile defenses can work.
- Missile defense is not potentially destabilizing.
 - Missile defense continues to be a means of building closer relations with allies such as Japan, Italy and Israel, as well as new friends and allies.

Adapting and Evolving

- As our enemies continue to adapt and evolve, so must U.S. capabilities.
- President Bush has directed DoD to pursue an evolutionary approach to developing and deploying missile defense.

Testing and Developing

- Rather than waiting for a fixed and final architecture, the United States is deploying an initial set of capabilities for missile defense
 - The capabilities will evolve over time as technology advances.

- Fielding modest capabilities in the near-term will allow the United States to gain operational input from combatant commanders.
- Dozens of tests have been conducted over the past three years. We have learned from both the successes and the failures.

A Comprehensive Strategy

- Missile defense is just one component of the President's comprehensive strategy.
- The United States is also working with its growing list of allies to push forward the Proliferation Security Initiative, forming a new international coalition to combat the spread of weapons of mass destruction and related materials.



US Department of Defense

Talking Points – Aug. 17, 2004 – Global Posture Background Briefing

Following are some of the highlights from a background briefing on global posture yesterday to the Pentagon press corps. To read the entire [transcript](#), please go the www.defenselink.mil, DoD's web site.

In an address yesterday morning at the Veterans of Foreign Wars convention in Cincinnati, President Bush announced plans to rearrange U.S. military force posture around the world ([speech transcript](#)). Over the next decade, about 60,000 to 70,000 uniformed personnel and about 100,000 family members and civilian employees will be redeployed from overseas bases to the United States.

Deliberations: Timing and Scope

- The process for thinking about the realignment of U.S. global defense posture has been under way for some time; it has roots in the 2001 Quadrennial Defense Review (QDR).
- The changes will take place over the next decade. Divisions returning from Germany will not move until fiscal year 2006 at the earliest.
- Deliberations have been ongoing not just in the Department of Defense. There have also been interagency deliberations and talks with U.S. allies. Part of the timing considerations include ensuring U.S. allies have time to prepare and accommodate.
- The Joint Chiefs of Staff and the combatant commanders were the authoritative voices in this process; they were the source of the advice used by the Secretary that he took to the President.
- Although they are separate efforts, global posture and BRAC (Base Realignment and Closure Process) are two sides of a coin. It is important to have a good sense of what the United States is going to do overseas before decisions are made about military facilities stateside.

Numbers

- In the 21st century, the strength of U.S. warfighting and commitment cannot be measured strictly in numerical terms; advances in technology and organization must be taken into account.
- The focus in realigning global posture has been on capabilities, not just numbers.
- This is not a troop cut or a force structure reduction in the armed forces. It is a realignment globally of U.S. forces and capabilities.
- Among the changes in Europe will be two divisions returning from Germany (the 1st Armored Division and the 1st Infantry Division). However, a substantial U.S. military ground presence will remain in Germany.
- A Stryker Brigade will be going to Germany. The Stryker Brigade is more relevant to the kind of challenges in Europe and beyond than are the legacy forces there today.
- Shifting forces to the east from Germany is not a goal. U.S. troops will likely rotate in and out of eastern Europe to conduct joint exercises with allied nations.
- The 5th Corps in Germany will be restructured. It is being made more deployable.
- Numbers of troops affected by force structure changes in the Pacific theater under the plan will not be very dramatic. U.S. forces in South Korea already are slated to move away from the demilitarized zone and out of the capital city of Seoul to locations further south.
- There are 230 major U.S. military bases in the world, 202 of which are in the United States and its territories. There are 5,458 distinct and discrete military installations around the world – some can be as small as 100 acres or less.



US Department of Defense

Talking Points – Aug. 16, 2004 – POTUS Global Posture

During a speech today before the Veterans of Foreign Wars in Cincinnati, President Bush today announced the largest restructuring of U.S. military forces overseas since the end of the Korean War. Following are talking points on the issue.

- **The restructuring will realign U.S. forces from a post-Cold War defense posture that is designed to address 21st**
 - Explained simply, global posture is the worldwide deployment of military personnel, equipment and installations, particularly in overseas areas.
 - The President's plan will bring home many Cold War-era forces while deploying more flexible and rapidly deployable forces in strategic locations around the world.
 - These changes will result in:
 - The repositioning of some elements of existing forces. Some military units now based overseas will return to the continental United States; others will move to different overseas locations; still others, with advanced capabilities, may move from the United States to forward locations.
 - The consolidation a number of overseas facilities; and
 - The replacement of Cold-War "legacy forces" with cutting-edge, transformational capabilities for combined training and coalition operations.

- **The Defense Department has been reviewing U.S. posture around the world and it will take time to put the**
 - DoD's post-Cold War review, as outlined in the September 2001 Quadrennial Defense Review, has been underway since well before operations began in Iraq.
 - Iraqi operations, however, have shown the need to obtain and maintain strategic flexibility and multiple avenues of access to potential trouble spots.
 - It will take several years to implement the President's transformation plan.
 - Over the next 10 years, the plan will bring home 60,000 to 70,000 uniformed personnel, and nearly 100,000 families and civilian employees and close hundreds of U.S. bases overseas.

- **The United States is not changing its commitments to friends and allies**
 - The United States has been consulting with its allies on this matter and also with the U.S. Congress.
 - The new global posture plan will allow the United States to take better advantage of technology and innovative war-fighting concepts, which will improve our ability to meet our alliance commitments and global responsibilities.
 - The new strengthened posture will put the United States in a better position to be in both "supporting" and "supported" relationships with allies.

- **The transformation plan benefits both the U.S. servicemen and women and the American people.**
 - Troops will have more time on the home front and fewer moves over their career. Their spouses will have fewer job changes and their families will have greater stability.
 - The new plan will save taxpayers money by closing unneeded foreign bases and facilities around the world.

For more information, please refer to the [transcript](#) from a June 9, 2004, DoD briefing.



US Department of Defense

Talking Points – Aug. 10, 2004 – SecDef Interviews on the Draft

Following are highlights of recent radio interviews of Secretary Rumsfeld on the subject of a draft.

➤ **The United States does not need a draft.**

- There are 1.4 million people in the active force.
- The military does not have a problem maintaining a force that is appropriate.
- Recruiting and retention is going well across the board. The Navy and the Air Force are having no issues whatsoever. For the Army for fiscal year 2004:
- Recruiting for Active components is at 101 percent of the goal set for FY '04. The Reserve is above its target recruitment rate – at 102 percent of its goal. The National Guard is at 88 percent, somewhat below their target.
- Retention for Active components is over 100 percent of the target set. Reserve retention is about 99 percent. National Guard retention is above its target rate, at almost 101 percent.
- Army National Guardsmen whose units have been mobilized are re-enlisting at a higher rate than those who haven't been mobilized. [\(story\)](#)
- A conscious decision has been made to have a "total force concept" – some people on active duty, and some in the Guard and Reserves who are not needed full time, but may be called on from time to time to go on active duty and assist the country.
- The men and women in the U.S. military are all volunteers who have stepped forward to serve their country and have put their lives at risk to make the world better.

9 **The United States cannot use 20th century thinking to fight in the 21st century.**

- Capability should not always be equated with numbers – one smart bomb is better than 10 dumb bombs.
- The country must think in 21st century terms about lethality, speed of deployability, and usability of the military's capabilities, rather than just the numbers of things.

➤ **The size of the Army has been increasing fairly steadily since Operation Enduring Freedom began.**

- The Army has been running from 15,000 to 20,000 over its authorized end strength and can do so because of the emergency authorities that the president signed.

➤ **The military has the ability to have as many people on active duty as**

- The military has the ability to pay people what they are worth and to adjust incentives to attract and retain the people needed.

Additional stories: [Guard Seeks Stabilization Guarantee to Attract Recruits \(story\)](#); [Army Reserve Concerned About Prior-Service Recruiting \(story\)](#). For transcripts of radio interviews, go to www.defenselink.mil.

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The Washington Post

TUESDAY, JULY 27, 2004

Army Chief Sees No Need For Draft

Schoomaker Upbeat on Recruiting, Concedes Some Concerns

By Thomas E. Ricks, Washington Post Staff Writer
Page Two

The Army's top officer said he expects to hit recruiting targets next year and does not foresee a circumstance under which resumption of the draft might be needed to satisfy the global demands placed on the U.S. military.

Gen. Peter J. Schoomaker, the Army chief of staff, also explicitly rejected the idea of sharply boosting the Army, as some in Congress have recommended, saying at a Pentagon news conference that "we are currently growing the Army as fast as we can." Congress recently authorized a short-term addition of 30,000 troops, bringing the active-duty Army to about 512,000, and Schoomaker said the Army will consider in 2006 whether to support making the increase permanent.

He also said that the fighting in Iraq, far from hurting the Army's modernization efforts, actually has had "very positive" effects on the effort to adjust the service to the new demands of the 21st century. "We are changing and we are making great progress in this regard," Schoomaker said. "We're making some of the most significant changes in our Army that we have made since World War II."

Schoomaker's comments focused almost exclusively on the question of how Iraq and other deployments are affecting Army personnel and modernization. He said he was speaking in part because some news stories "have been inaccurate or misleading." He did not elaborate.

In recent months the Army has taken a series of unusual steps to cope with the strain of meeting its deployment needs in Iraq. The number of U.S. troops there has risen to about 141,000 in recent months to confront the insurgency, instead of declining as planned earlier.

That has prompted the Army to keep thousands of soldiers in Iraq beyond their planned tours of 12 months, to impose "stop-loss" orders requiring some soldiers to stay in the Army even after their scheduled exit dates and to plan to send to the Middle East two units that specialize in training troops at home.

More recently, the Army has recalled several thousand soldiers who left active duty but are still contractually obligated to serve if called upon. The troops, part of the Individual Ready Reserve, will fill empty positions in units scheduled for deployment overseas, including combat support roles, such as mechanics, logistics and civil affairs. It was the first time since the Persian Gulf War that the Pentagon has drawn on the Individual Ready Reserve.

Schoomaker and other generals at the news conference conceded that there are some worrisome signs, including that the number of recruits in the delayed entry program -- those waiting to ship

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out -- has shrunk to its lowest level in three years. "We will be working very hard over the fall to increase that," Schoomaker said.

He also noted that while the active-duty Army and Army Reserve are meeting their recruiting goals, the Army National Guard currently is at only **88** percent of its target. He said he is "cautiously optimistic that we will make our goal."

Some state officials recently have expressed concern that deployments of Guard units to Iraq are making them less able to respond to fires, hurricanes and other natural disasters. Lt. Gen. H. Steven Blum, the head of the National Guard Bureau, who was also at the news conference, conceded that four states -- Idaho, Montana, Vermont and New Hampshire -- have half their Army Guard contingents deployed. But he said that any situation can be handled by using those states' Air Guard troops or nearby states' Army Guard troops. So, Blum concluded, "they are well prepared to handle forest fires or acts of Mother Nature or acts of a terrorist."

Discussing Iraq, Schoomaker said the sustained combat there has been a "forcing function" for change. "This war . . . provides momentum and focus and resources to transform," he said.

Under Schoomaker, the Army has accelerated a reorganization aimed at making troops more easily deployable, better able to fight once they get to a war zone and better able to withstand the strain of long missions, such as Iraq, which Army officers expect will be the rule for decades to come.

The continuing combat in Iraq has focused the Army on what it needs to do, and made it easier to remove some barriers to change, Schoomaker indicated. "It is a tough management challenge, but it's a unique strategic opportunity for us to take advantage of, and that's what we're doing."

The Washington Times

TUESDAY, JULY 27, 2004

Army Meeting Recruiting Goal; Guard Still Short

By Rowan Scarborough, The Washington Times
Page Three

The Army National Guard is coming up short on new recruits, but is retaining sufficient numbers of soldiers, as is the rest of the service, top generals said yesterday.

Delivering remarks on the state of the Army in time of war and rapid transformation, Gen. Peter Schoomaker, the chief of staff, said, "It's really important, I think, that the American people and our soldiers and their families understand what we're doing to keep the Army relevant and ready, and that's why we're here today."

Flanked by generals who run the National Guard and the Army Reserve, Gen. Schoomaker said that despite frequent overseas deployments, the service will meet its active-duty recruiting goal of more than 70,000 soldiers in the fiscal year that ends Sept. 30.

"We have raised our recruiting goals this year over what they were last year, and we're meeting them," Gen. Schoomaker told a Pentagon press conference. "We've increased our retention goal by over 5,000 this year, over last year, and we are meeting the increase."

But the National Guard risks missing its induction goals by 12 percent. Outside analysts attribute the falloff to the demands that the Army is placing on Guardsmen to leave the civilian world and fight wars in Afghanistan and Iraq.

Lt. Gen. H. Steven Blum, the top National Guard officer in Washington, attributed the shortfall to another factor.

"While we're a little bit off in our recruiting ramp, it's because we set the ramp very high, because we didn't expect the success we saw in our re-enlistment ramp or our retention ramp or to preserve the force," Gen. Blum said.

"We're having better success re-enlisting our experienced soldiers, some of which have now been on active duty as much as two years, with one year boots on the ground in a combat zone."

Army officers say the 482,000-soldier active-duty force is facing its most challenging times since the all-volunteer armed forces was created 31 years ago.

Simultaneous wars in Afghanistan and Iraq, plus other commitments in Europe and Asia, are stretching thin the Army's 10 active-duty divisions.

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At the same time, Gen. Schoomaker is rearranging those 10 divisions to comply with the strategy of Defense Secretary Donald H. Rumsfeld for a more mobile army.

The 3rd Infantry Division, for example, led the invasion of Iraq from Kuwait, fought against a deadly insurgency, then returned to Georgia only to find itself the first division to undergo transformation into smaller brigades. In a few months, the division is returning to Iraq.

In all, 600,000 soldiers are on active duty, counting reserves and National Guardsmen. The Army soon will dip into the individual ready reserve for more than 5,000 soldiers, a call-up last used in the last big war — Operation Desert Storm. It is pulling young people from a delayed entry program to meet this year's recruiting targets.

Still, Gen. Schoomaker says combat divisions are meeting 100 percent of retention goals.

"They really get it," he said. "I mean, they don't question our motives and the need for their being there, and they're proud of what they're doing."

Mr. Rumsfeld and Gen. Schoomaker have resisted calls from some lawmakers to increase the Army's permanent standing force by 40,000, or about two divisions.

Instead, the chief of staff is gradually increasing the active Army by 30,000 soldiers over several years to meet current demands. The plan is to reduce the force once wartime deployments decrease. But this scenario rests on subduing the insurgency and turning over most security duties to Iraqis.



US Department of Defense

Talking Points – Aug. 4, 2004 – Navy Summer Pulse '04

The U.S. Navy is currently finishing up a massive exercise called Summer Pulse '04. The three-month operation involves 46,000 sailors and Marines and seven carrier strike groups operating in five theaters with other U.S., allied and Coalition military forces.

Summer Pulse '04 is designed to demonstrate the Navy's ability to provide credible combat power across the globe. It is another example of the Department of Defense transforming its forces to better protect the nation and fight the Global War on Terror. Following are highlights.

- **Summer Pulse '04 is the Navy's first full-scale demonstration of naval readiness enabled by the new Fleet Response Plan.**
 - Historically the Navy has been as predictable as clockwork – employing a “two-plus-two” operation (two carriers deployed, another two ready to go, one off each U.S. coast).
 - The rest of the carriers were generally tied up in maintenance or were tiered down into a “readiness bathtub,” where they were not fully manned, not fully equipped and didn't have the training to be responsive.
 - Lessons learned from 9/11 and Operations Enduring Freedom and Iraqi Freedom showed that operational availability of the Navy's 12 carrier strike groups (carriers plus their associated ships and air wings) had to increase, as did the response speed.
 - The Navy's new Fleet Response Plan (FRP) dramatically increases the Navy's capability to surge forces in response to both national security needs and 21st-century world events.
 - Summer Pulse '04 is the Navy's first exercise of the Fleet Response Plan.
 - During Summer Pulse '04, the Navy is using the full range of skills involved in simultaneously deploying and employing seven carrier strike groups around the world.
 - Summer Pulse '04 will include scheduled deployments, surge operations, joint and international exercises, and other advanced training and port visits.

- **Summer Pulse '04 demonstrates the Navy's ability, under the Fleet Response Plan, to provide the regional combatant commanders with operational flexibility and joint response options they can scale to the situation.**
 - Six carrier strike groups – half the fleet – are now deployable globally in fewer than 30 days.
 - Two additional carrier strike groups are available within 90 days.
 - Prior to the new Fleet Response Plan, the total surge-force availability was limited to only three or four of the 12 carrier strike groups.
 - The FRP is designed to more rapidly develop and then sustain readiness in ships and squadrons so that, in a national crisis or contingency operation, the Navy can quickly surge significant combat power to the scene.
 - Achieving this goal required the Navy to rethink how to maintain its ships and aircraft between deployments, while trying to avoid spending significantly more money for readiness or maintenance or placing additional burden on the shoulders of its sailors.

- **The Fleet Response Plan, as demonstrated by Summer Pulse '04, furthers four of Secretary of Defense's objectives for 2004.**
 - Successfully pursue the Global War on Terror.
 - FRP ensures that the Navy can “reset” the force while at the same time providing forces to regions where the Global War on Terror is being prosecuted.
 - Strengthen combined/joint warfighting capabilities.

- Summer Pulse '04 is enhancing Allied and Coalition interoperability by including 13 exercises with 23 nations over the three-month duration (June-August) of the exercise.
- Transform the Joint Force.
 - FRP expands the combatant commanders' options for employment of scalable joint forces.
- Reorganize the Department of Defense to deal with post-war responsibilities.
 - FRP creates and institutionalizes a robust surge capability' so the Navy can respond with half its fleet with only 30 days' notice.

For more information' please visit the Navy's [Summer Pulse '04 web page](#), an [overview press release](#), a [Questions & Answers sheet](#), and a [roundtable discussion](#) with Rear Admiral John D. Stufflebeem.