TAB

B

OASD/C3I

C2 Policy
Wireless
Directorate

1931 Jefferson-Davis Hwy.
Crystal Mall 3, 6th Floor
Arlington, VA 22202

(b)(6)

UNCLASSIFIED

Facsimile Transmittal

Date: 30 Oct 2002

TO:

Voice #: (b)(6)

ORGANIZATION: USD(C)

Fax #:

FROM: Morris Hornik

Voice #:

ORGANIZATION: ASD(C3I)

Fax #:

Number of Pages (Including Cover Sheet): 12

NOTES:

This is the attachment to the 18 Oct SecDef note. Please provide name and phone of your POC. The "recent developments" note immediately follows this cover sheet. Thank you!

UNCLASSIFIED

30 October 2002

Additional Relevant Facts Regarding 11 June 2002 Blue Force Tracking Proposal

- Since the date of the proposal, several developments offer additional evidence that the Global Personnel Recovery System (GPRS) technology is a highly capable solution.

- GPRS (or GPRS-like) technology is suitable for unconditional release to allies and coalition partners. The British Ministry of Defense has offered funding (about $3M) to help develop and demonstrate GPRS for coalition personnel recovery missions.

- As of November 2, Army is fielding their Movement Tracking System, the baseline technology for GPRS, as part of the Gulf Digitization Initiative. This early version of GPRS will be installed on Abrams tanks, Bradley fighting vehicles, tactical wheeled vehicles, helicopters (UH-60, AH-64, CH-47), MLRS, etc., with 570 installs in 2002.

- Tests in August successfully demonstrated a common air/ground blue force picture, updated every minute, involving GPRS-equipped AC-130 and MC-130 aircraft with GPRS-equipped Army, Navy and Marine units on the ground. AFSOC has requested funds to begin equipping aircraft with GPRS, making them interoperable with Army.

Morris Hornik
ASD(C3I) Action Officer
for Blue Force Tracking
(b)(6)

ASSISTANT SECRETARY OF DEFENSE
6000 DEFENSE PENTAGON
WASHINGTON, DC 20301-6000

COMMAND CONTROL
COMMUNICATIONS, AND
INTELLIGENCE

ACTION MEMO

June 11, 2002 3:13 PM

FOR: SECRETARY OF DEFENSE DepSec Action:

FROM: JOHN P. STENBIT, ASD(C3I)

SUBJECT: SecDef Request for Blue Force Tracking Proposal

- On March 18, 2002, you requested that USD(AT&L) respond "with some proposal with respect to this suggestion from Newt Gingrich on Blue Force Tracker" (Tab B).
- USD(AT&L) responded on March 29 with an *info memo*, and in an attachment referenced Global Personnel Recovery System (GPRS) as a possible solution (Tab C). USD(AT&L) then approved a draft of C3I's recommendation on April 27 (Tab D).
- GPRS has broad support (Tab A). GPRS has been demonstrated on land and sea vehicles, and on fixed and rotary wing aircraft. GPRS uses the same technology as Army's Movement Tracking System (MTS), which is fielding up to 55,000 units.
- A GPRS user card (3.4 x 2.1 inch), due October 2003, will allow individuals to be continuously tracked, with security and Low Probability of Detection. GPRS operates over many existing "bent-pipe" L-Band satellite transponders, available worldwide.
- Estimated infrastructure cost: $33M RDT&E over FY02-04, $25M Procurement over FY04-06, and $48M O&M thru FY12. Infrastructure includes hosting GPRS at existing earth stations, and building up to six earth stations for improved performance.
- Approximately 200,000 trackers ($3k each with integration) is $600M over FY03-12. GPRS could also be accessed by Joint Tactical Radio System (JTRS) terminals.
- Assessment by OASD(C3I) technical staff confirms the potential of GPRS-like systems (supporting evaluations by Army, intell agencies, and Sandia National Lab). Availability by FY04 is aggressive but achievable, and the cost estimate is sensible.

RECOMMENDATION: SecDef direct Comptroller to review, as priority, GPRS in 04 budget review process, and place priority on GPRS UFR support in FY02 & FY03 but execution.

U09856-02

I. Written Endorsements for Global Personnel Recovery System (GPRS)

Received From:

Unified Commands (all by J3s)
USSOUTHCOM
USPACOM
USCENTCOM
USSPACECOM
USSOCOM
USEUCOM
USJFCOM

Other DoD
COMACC (now USAF CoS)
USAF XO (now USAF VCoS)
USCENTAF
DUSD (Advanced Systems & Concepts)
DASD (Defense POW MIA Office)

Agencies, etc.
DEA
FAA (signed by Administrator)
Civil Air Patrol (signed by National Commander)

US Government Interagency Groups
National Search And Rescue Committee (NSARC)
Interagency Committee for Aviation Policy (ICAP)

II. Funding, Technical or Demonstration Support for GPRS

Provided By:

DoD
Joint Personnel Recovery Agency (JPRA) under USJFCOM
OSD -- ASD(C3I), DUSD(AS&C), DASD(DPMO)
USA -- CASCOM
USN – NRL, NavAir, and others
USAF – HQ/XOOP (Personnel Recovery)
NSA and others

Other Agencies
USCG, NASA, US Customs Service
Sandia National Laboratory

March 18, 2002 11:16 AM

TO: Pete Aldridge

CC: Gen. Myers

FROM: Donald Rumsfeld DR

SUBJECT: Blue Force Tracker

Please come back to me with some proposal with respect to this suggestion from Newt Gingrich on Blue Force Tracker.

Thanks.

Attach.
03/05/02 Gingrich e-mail to SecDef re: Blue Force Tracker

DHR:ah
031802-30

Please respond by 04/05/02

APR-22-2002 07:57 ..., 2002 9:25 AM
To: (b)(6) osd.pentagon.mil; Ed.Giambastiani@osd.pentagon.mil;
Subject: secdef-2

II. Immediate action:

1. Establish Blue Force Tracker as the universal real time identity system for all services and for national assets (including intelligence field operatives in combat zones)

5/2002

Received MAR 1 8 2002 / 1800

Deputy EA EA

CJCS Decision:

Prepare for my Signature ____

Prepare for SOMing ____

Let Staff Reply ____

Send to Staff for Info ____

No Reply Required ____

Copy to:

We have real equity here - continue to provide all possible assistance in coordinating response. 3/19

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

March 29, 2002

FOR: SECRETARY OF DEFENSE

FROM: Mr. E. C. "Pete" Aldridge, Under Secretary of Defense
(Acquisition, Technology and Logistics) 3/29/02

SUBJECT: Blue Force Tracker (BFT) – Snow Flake

- Blue Force Tracker is a generic term that applies to systems that keep track of friendly forces and minimize fratricide.
- There are several Blue Force Tracker systems in use or under consideration.
- We have ACTD's actively addressing BFT issues.
- JROC is actively guiding the Department towards an objective BFT capability.
- The attached paper provides some details.

Attachments:
As stated

Blue Force Tracking (BFT)

Background

- Today, a number of legacy systems provide (BFT); some provide an automated Common Operational Picture (COP) of all friendly forces.

- A diversity of systems provide BFT for selected military units. For example, the Army's Movement Tracking System provides BFT for some of their forces – primarily logistics ground units. The Army Space Command runs a Mission Management Center (MMC) under CINC USSPACECOM where these systems are managed and results are provided to other CINCs.

- Also, semi-automated friendly force location reporting (via tactical data links) and manual reporting systems augment existing automated systems in assembling blue force picture.

Status

- In May 2002, USSPACECOM will request JROC validation of a Beyond Line of Sight / Non-Line of Sight (BLOS / NLOS) Mission Needs Statement (MNS). USSPACECOM intends to brief the JROC again in September 2002 to request validation of a concept of operations for legacy operations, an operational concept for the objective BFT capability, and ORD-level requirements for a BFT augmented payload. USSPACECOM will also make recommendations for Lead Service / Executive Agent responsibilities. The draft MNS currently indicates that an objective BFT system should have full time, two way, LPI / LPD, global availability.

  - This Joint Staff effort should define the operational requirement for an optimum "objective system" for BFT. Selection of a technology to provide BFT should evolve from this requirement.

- Two ACTDs explore near- and intermediate-term technologies to support broader BFT capabilities.

  - A proposed Joint Blue Forces Situational Awareness (JBFSA) ACTD would provide fusion of existing BFT systems into a common plot. This proposal is in the process of soliciting a service sponsor and obtaining funding commitments.

  - The Personnel Recovery Extraction Survivability aided by Smart Sensors (PRESS) ACTD proposes an automated global, satellite-based personnel locator (GPRS) system as a possible solution for BFT. [Note: OSD staffing actions are in progress to preserve space/weight in GPS III for GPRS until the USAF makes a final recommendation on the best satellite host for this system.]

Joint Blue Forces Situational Awareness (JBFSA)

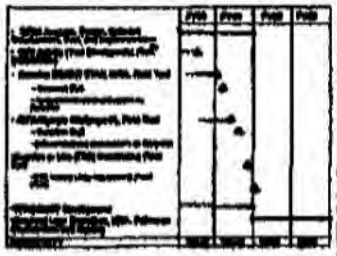
PM/ACTD Condition

PROBLEM STATEMENT:
- POOR INTEROPERABILITY
- INSUFFICIENT COVERAGE
- LIMITED TACTICAL INFORMATION
- UNCOMPATIBLE DISPLAY SOFTWARE
- UN-LEVERAGED NON-SPACE COMPONENTS

ACTD OBJECTIVE:
- BUILD FUTURE BFT ARCHITECTURE
- BETTER USER APPLICATIONS/INTERFACES
- INTEGRATE NEXT-GENERATION USER DEVICES

EXTERNAL TECHNOLOGY SOLUTIONS:
- Guardian BFAT
- LVOW/ NEW MTK
- OPTIMITE
- CentTRACK/ Inbound LOFARS
- JABOW/ BDS
- FOCUS
- [illegible]
- LOS Sensitive/AAV/Operations

TRANSITION/REVENUE STRATEGY:
- Software
- Connectivity
- Open/Transit/Spare Intel Bed (MSC)



POTENTIAL FUNDING SOURCES
- [illegible] - APPLICATIONS/ INTERFACE
- [illegible] - CENTCOM SOCOM/ SOCOM SOUTHCOM FORCE
- Personnel CINCS - JFCOM/ TRANSCOM
- Special Operations - SOCOM/ NSWC

TIMELINE
- JBFSC Deploy - TRL 7
- [illegible] and GBSL Interface - TRL 6
- CENTTRACS and Lynx Interface - TRL 7
- JTF Upgrad - TRL 6
- [illegible] - TRL 6
- [illegible] Interface - TRL 6
- LOS Sensitive - TRL 7
- SATCOM Dependence - TRL 7

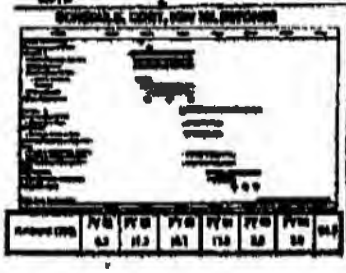
POC: LTC [illegible], (719) 334-[illegible], [illegible]@[illegible].af.mil

Personnel Recovery Extraction Survivability aided by Smart-Sensors ACTD (PRESS)

Objective:
- Correct personnel recovery deficiencies thru:
- 3 passive, 3 pronged approach:
  - Real time, automated, precision Personnel Location Tracking and Sensor Fusion (Phase I/II)
  - Highly [illegible] Situation Alerts (Phase II)
  - Integrated, semi-automated, real time Situational Awareness & Status Management capabilities (Phase I/II)
- Leveraged technologies:
  - PR Mission Software ACTD, CINC, UAV Swarm, RTV ACTD

Warfighter Needs:
- Location/id system (e.g., covert signaling, sensors, GPS/INS)
- Aircraft survivability (e.g., ECM, decoys)
- Passive detection of evader location (i.e., UAV/s, EO, IR)
- Threat detectors (e.g., adv. sensors, UAVs)
- Situational awareness (e.g., threats, imagery)

Warfighter Payoff:
- Improve survivability, prevent detection, effects and damage



Metrics
- 50% Reduction in Reaction/Recovery Time
- 30% Increase in force protection & Interoperability
- 50% Increase in LOGIR accuracy

Participants/Enforcements
- Lead Service: Air Force
- User Sponsor: USJFCOM
- Supporting CINC: USSOCOM
- Tech Manager: JPRA
  - NASA/USCG/USN/SAT/A REV/DPMO/DARPA

ACQUISITION, TECHNOLOGY AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

DDR&E AT WHITE TAB

ACTION MEMO

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION, TECHNOLOGY AND LOGISTICS) USD (AT&L) has seen

FROM: DEPUTY UNDERSECRETARY OF DEFENSE (ADVANCED SYSTEMS & CONCEPTS) 22 APR 02

SUBJECT: Blue Force Tracking (BFT) System

PURPOSE: To obtain USD (AT&L) concurrence on USD(C3I) response to SecDef Request for a Blue Force Tracking Forpsal

DISCUSSION:

- On March 18, 2002, SecDef tasked USD (AT&L) to respond to a suggestion from Newt Gingrich on universal BFT (Tab B). AT&L provided a response based on background information provided by DUSD (AS&C) (Tab C).
- Subsequent to AT&L's response, ASD (C3I) staff prepared a memorandum to SecDef recommending immediate funding of Global Personnel Recovery System (GPRS) as the solution to universal BFT requirements.
- In coordination with AT&L staff, the proposal was amended to recommend SecDef direction of service support for a universal BFT system in the FY04 POM.
- This position no longer mandates GPRS, but reserves POM funding for accelerated acquisition of the BFT system agreed to meet operational requirements.
- This memorandum in draft format is provided here for AT&L concurrence.

RECOMMENDATION: USD(AT&L) concur with the draft ASD(C3I) memorandum at Attachment 1.

Attachment: Draft ASD(C3I) memo on BFT

CAPT Mike Knollmann, USN (b)(6) April 22, 2002

Approve [signature] 4/23/02

Disapprove _____

Other _____

ACTION MEMO

April 17, 2002 6:03 PM

FOR: SECRETARY OF DEFENSE DepSec Action:

FROM: JOHN P. STENBIT, ASD(C3I)

SUBJECT: SecDef Request for Blue Force Tracking Proposal

- On March 18, 2002, you requested that USD(AT&L) respond "with some proposal with respect to this suggestion from Newt Gingrich on Blue Force Tracker" (Tab B).
- USD(AT&L) responded on March 29 with an info memo, and in an attachment referenced Global Personnel Recovery System (GPRS) as a possible solution (Tab C).
- GPRS has been demonstrated on land and sea vehicles, and on fixed and rotary wing aircraft. GPRS uses the same technology as Army's Movement Tracking System (MTS), which is fielding up to 40,000 units. GPRS has broad support (Tab A).
- A GPRS user card (3.4 x 2.1 inch), due October 2003, will allow individuals to be tracked, and to exchange messages, with security and Low Probability of Detection. GPRS will operate over existing "bent-pipe" L-Band and future S-Band transponders.
- Estimated infrastructure cost: $53M RDT&E over FY02-04, $125M Procurement over FY05-10, and $48M O&M thru FY12. Infrastructure anticipates hosting GPRS Phase 2 on GPS Block III (requires under 5% of estimated GPS weight and power).
- 200,000 two-way trackers ($3k each including integration) is $600M over FY03-12. GPRS could also be accessed by 2nd-generation Joint Tactical Radio System (JTRS).
- Assessment by OASD(C3I) technical staff confirms the potential of GPRS-like systems (with related evaluations by Army, intell agencies, and Sandia National Lab). FY03 availability is aggressive but achievable, and the cost estimate appears sensible.

RECOMMENDATION: SecDef direct Services to fully fund a GPRS-like system in their FY04 POM and place priority on UFR support in their FY02 & FY 03 budget execution.

TAB

C

COORDINATION SHEET

Under Secretary of Defense for (Acquisition, Technology & Logistics)	Delivered on 11/12/02	No response as of 11/19/02
Assistant Secretary of Defense (Communication, Command, Control and Intelligence)	Delivered on 11/12/02	Non-concur 11/15/02
Director, (Program Analysis & Evaluation)	Delivered on 11/12/02	No response as of 11/19/02

11/25
1130

OFFICE OF THE
SECRETARY OF DEFENSE

2002 NOV 22 PM 12:18

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

COMPTROLLER

INFO MEMO

320.2

November 21, 2002, 3:00 PM

~~FOR: SECRETARY OF DEFENSE~~ → FO: Dr Cambone - 12/5
FYI. I assume this will get resolved at some point for the OY program. D Clark

FROM: Dov S. Zakheim NOV 22 2002

SUBJECT: Blue Force Tracking

- As you requested (Tab A), I assessed John Stenbit's proposal (Tab B) for Blue Force Tracking (BFT). I recommend that we not provide funding until we see the results of two Advanced Concept Technology Demonstrations (ACTDs) on BFT that are now underway.

- The AT&L and C3I staffs are working on John's proposal, which builds on an ACTD called Personnel Recovery Extraction Survivability Aided by Smart Sensors (PRESS), but have not reached any programmatic consensus on how to proceed. They are asking for additional time to define this new effort.

- In addition to the Stenbit proposal, the OUSD(AT&L) is pursuing a second, new ACTD -- Joint Blue Forces Situation Awareness -- that will fuse existing BFT systems into a common plot. This ACTD will result in web-enabled Common Operating Picture capabilities for BFT that will be interoperable with the Services' systems.

- A Joint Requirements Board for BFT has been rescheduled for December 13, 2002, to designate the Army as the Executive Agent for BFT. As Executive Agent, the Army is expected to address BFT interoperability across the Services, not giving preference to any specific technical solution for BFT such as GPRS.

- The Army is independently delivering a different form of BFT in Afghanistan and for other potential operational contingencies in FY 2003. The Army's BFT solution involves both the Force XXI Battle Command, Brigade and Below (FBCB2) systems using L-Band satellite, Grenadier Brat, and the Mini-Transmitter, which employs the same technology as Grenadier Brat. The FBCB2 systems were accelerated to elements of the 1st Cavalry Division to support Global War on Terrorism contingency planning.

(21 Nov 02)

SPL ASSISTANT DI RITA	
SR MA CRADDOCK	
MA BUCCI	
EXECSEC WHITMORE	11/26

COORDINATION: Tab C

Prepared By: Irene Ng, (b)(6)

11-L-0559/OSD/13057 N U18711 /02

11/15
19:5

LEGISLATIVE AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

SECDEF HAS SEEN
NOV 2 2002

UNCLASSIFIED

INFO MEMO

November 15, 2002

FOR: SECRETARY OF DEFENSE

FROM: Powell Moore, Assistant Secretary of Defense for Legislative Affairs, 697-6210

SUBJECT: Response to Snowflake 110702-3 regarding Representative Ford (D-TN)

- Rep. Harold Ford was invited to breakfast and a WMD briefing on four separate occasions. He declined one of the invitations, did not respond to two, and accepted but did not show on October 10, just prior to the vote on Iraq. By the way, he voted for the Resolution. We will, nevertheless, continue to extend invitations for coffee or lunch with you in the Pentagon.

- He and I were on a CODEL together to Afghanistan last March and developed a warm relationship. I agree he is impressive.

- Rep. Ford was an unsuccessful candidate to replace Rep. Dick Gephardt (D-MO) as House Democratic Leader. Rep. Nancy Pelosi (D-CA) defeated him.

032

15 Nov 02

U18790 /02

11-L-0559/OSD/13058

snowflake

November 7, 2002 7:06 AM

TO: Powell Moore

CC: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Congressman Ford

I would like to have Congressman Ford down to the Pentagon sometime for lunch or a cup of coffee. He is impressive.

Thanks.

DHR.db
110702-3

Please respond by 12/6/02

SDHS 11/23

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

GENERAL COUNSEL

SECDEF HAS SEEN
NOV 25 2002

INFO MEMO

November 14, 2002 (2:57pm)

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel

SUBJECT: Issues Involving Use of Enlisted Aides

- You asked if we could simplify the rules on travel, and clarify guidance regarding the use of aides performing personal services for admirals and generals. You implied there are too many rules, and they are not as clear as they should be.

- The rules on travel are addressed in a separate memorandum. (You have not seen it yet because I sent it back for work and clarification. Dir Rita)

- Enlisted aides are authorized for certain senior flag and general officers to relieve those officers of tasks that, if performed by those officers, would be at the expense of their primary military and other official duties.

- Duties of the aides must have a reasonable connection with the officer's official responsibilities. Appropriateness of duties is governed by the official purpose rather than the nature of the duties themselves. Continued reliance on the "officiality" test accommodates differing venues, activities, and responsibilities of individual officers.

- DoD Directive 1315.9 establishes DoD policy and identifies authorized duties of the aides. The Military Departments have published additional guidance. In general, these rules are flexible, clear, and appropriate for the officer's level of responsibility and authority.

- Other than enlisted aides, Federal personnel may not be directed to provide services which are considered personal in nature. However, this does not prevent senior officials from accepting voluntary acts of assistance and courtesy that are appropriate to the workplace.

COORDINATION: None

ATTACHMENT: As stated

Prepared by Steve Epstein (b)(6)

U18792/02

[redacted] 11/8 1130

snowflake

7:08 AM

TO: Jim Haynes

FROM: Donald Rumsfeld DR

DATE: September 14, 2002

SUBJECT: **Ethics**

Is there some way we can simplify the ethics rules around here on travel and stuff so we don't get as many allegations that generals and admirals are letting their aides do something they shouldn't do or giving personal services? It seems there are an awful lot of them. It makes me believe that the rules aren't as clear as they ought to be.

Find out how many pages there are in the regulations on travel. Can it be boiled down to about 6 or 8 pages?

Thanks.

DHR/azn
091402.20

Please respond by: 9/25

Embassy of the United States of America
Athens, Greece

Fax Cover Sheet
OFFICE OF THE AMBASSADOR

DATE: November 27, 2002

TO: The Honorable Donald H. Rumsfeld
Secretary of Defense
United States Department of Defense
1000 Defense Pentagon
Washington, D.C. 20301-1000

PHONE NUMBER: *FAX NUMBER:* (b)(6)

FROM: Ambassador Thomas J. Miller
American Embassy Athens

PHONE NUMBER: (b)(6) *FAX NUMBER:*

Dear Don:

In the Athens world of 'everything revolves around us Greeks,' I wanted to share with you a funny photo that appeared in one of the left-wing papers. What to any of us would look like a fairly tired/bored U.S. delegation is portrayed here as all you guys trying to duck from Simitis' spit attacks.

Bonnie and I will be back in Washington for a week in early January. I hope you'll give me a chance for revenge then. My best to Joyce.

All the best,

Tom

Tom

U18874/02
11-L-0559/OSD/13062

Eleftherotypia (pg.2)
Sunday, November 24, 2002

«Μωρέ, φτύνει ο Σημίτης».

"Golly, Simitis really spews it out!"

snowflake

7:11 AM

TO: Ambassador Tom Miller

FROM: Donald Rumsfeld

DATE: November 27, 2002

SUBJECT:

Thanks for your note and the photo. They must have gone through 500 photos to find one that bad.

Give me a try on squash. I always enjoy beating you!

Thanks.

DHR/azn
112702.01

060 SD

27 NOV 02

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

PERSONNEL AND READINESS

INFO MEMO

November 27, 2002 – 9:00 AM

FOR: SECRETARY OF DEFENSE

FROM: DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS)

SUBJECT: Joint Forces Command Budget for Exercises and Training -- SNOWFLAKE

This memo replies to your snowflake requesting my assessment of the adequacy of the budget for Joint Forces Command's joint training and exercise program.

- JFCOM is not properly resourced to train our forces for joint operations. Training Transformation and its Joint National Training Center (JNTC) initiative, developed at your direction over the past year, will enable JFCOM to provide exactly the tactical and operational level of joint training that you demand. Although this transformational training capability was directed in the 04 Defense Planning Guidance, it was not funded. It will require $1,617M FY04-09, and an additional $168M in FY03 to meet the ambitious schedule the DPG sets. In his presentation to you Monday, Steve Cambone indicated he has reserved $1.6B FY04-09 for this purpose, and I recommend it be approved. Dov Zakheim is working the FY03 piece.
- Working with the Services against this plan, JFCOM is establishing the initial JNTC event by May 2003 at the "western training ranges." This will be the beginning of "transforming training," and we hope that either you or the Deputy Secretary would be available to observe a portion of this event.

RECOMMENDATION: For information and further guidance.

Prepared By: Paul Mayberry, DUSD (Readiness), (b)(6)

USJFCOM

27 NOV 02

U18875 /02

Snowflake

11/13/02

November 12, 2002 1:53 PM

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: JFCOM Budget

Please take a look at the money in the budget for Joint Forces Command to do exercises and training, and tell me if you think it is right.

Thanks.

DHR dh
111202-54

Please respond by 11/24/02

Snowflake

11/13/02

November 12, 2002 1:53 PM

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: JFCOM Budget

Please take a look at the money in the budget for Joint Forces Command to do exercises and training, and tell me if you think it is right.

Thanks.

DHR:dh
111202-54

Please respond by 11/24/02

USJFCOM

12 Nov 02

U18876 /02

Snowflake

November 26, 2002 8:01 AM

TO: Gen. Franks

CC: Gen. Myers

FROM: Donald Rumsfeld DR.

SUBJECT: Metrics in NFZ and SFZ

Iraq

I talked to Mike DeLong about getting summaries and some metrics. I think we need data as to what is happening in the northern and southern no-fly zones—when we are shot at, how often we shoot back, what do we hit, what is the battle damage assessment, are we winning or losing, is it useful or not, etc. Unless we track it, we cannot know what the ebb and flow is.

After I get the data, I think we ought to sit down and talk about whether or not we want to change our tactics.

Thanks.

DHR dh
112602-12

Please respond by 12/20/02

26NOV02

U18912 /02

snowflake

November 26, 2002 7:34 AM

020 ARPA

TO: Newt Gingrich

FROM: Donald Rumsfeld

SUBJECT: DARPA

I received your piece on the DARPA issue. I agree with you.

Regards,

DHR:dh
112602-6

26 Nov 02

U18920 /02

snowflake

02 06938 #32

TAB

October 31, 2002 4:49 PM

350.09

TO: Gen. Myers

FROM: Donald Rumsfeld DR

SUBJECT: Linkage

Let's talk about what we do with area experts, ways to get feedback from the DATTs, our military linkages, our security engagement operation, our training and exchange programs, and feed it into the intel community.

Thanks.

DHR:dh
103102-19

Please respond by _____

31 Oct 02

Tab

snowflake

TAB

11:55 AM

TO: Gen. Myers

FROM: Donald Rumsfeld DR

DATE: November 9, 2002

SUBJECT:

I need a report on who was the person that released those photographs of the detainees and what is going to be done about it.

Thanks.

DHR/azn
110902.10

Please respond by: 11/15

Tab

snowflake

7:11 AM

TO: Ambassador Tom Miller

FROM: Donald Rumsfeld DR

DATE: November 27, 2002

SUBJECT:

Thanks for your note and the photo. They must have gone through 500 photos to find one that bad.

Give me a try on squash. I always enjoy beating you!

Thanks.

DHR/azn
112702.01

060 SD

27 NOV 02

Embassy of the United States of America
Athens, Greece

Fax Cover Sheet
OFFICE OF THE AMBASSADOR

DATE: November 27, 2002

TO: The Honorable Donald H. Rumsfeld
Secretary of Defense
United States Department of Defense
1000 Defense Pentagon
Washington, D.C. 20301-1000

PHONE NUMBER: *FAX NUMBER:* (b)(6)

FROM: Ambassador Thomas J. Miller
American Embassy Athens

PHONE NUMBER: (b)(6) *FAX NUMBER:*

Dear Don:

In the Athens world of 'everything revolves around us Greeks,' I wanted to share with you a funny photo that appeared in one of the left-wing papers. What to any of us would look like a fairly tired/bored U.S. delegation is portrayed here as all you guys trying to duck from Simitis' spit attacks.

Bonnie and I will be back in Washington for a week in early January. I hope you'll give me a chance for revenge then. My best to Joyce.

All the best,

Tom

Tom

U18874 /02

11-L-0559/OSD/13073

Eleftherotypia (pg.2)
Sunday, November 24, 2002

«Μωρέ, φτύσαμε ο Σημίτης».

"Golly, Simitis really spews it out!"

2:50 PM

TO: Admiral Giambastiani

FROM: Donald Rumsfeld DR

DATE: November 26, 2002

SUBJECT:

To the extent we connect NATO transformation with joint forces command, we ought to work with the UK, the Poles, Italy, Norway and Portugal.

It is also important, if we are going to do that for joint forces command, to think about Australia, Singapore and Japan as well.

Do you have any plans to connect them?

Thanks.

NATO TRANSFORM

DHR/azn
112602.04

Please respond by: 10/6

26 Nov 02

snowflake

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

COMPTROLLER

INFO MEMO

December 4, 2002, 6:00 PM

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Dov S. Zakheim

SUBJECT: OMB Passback for FY 2004 President's Budget

- OMB's passback sets the topline, requirements, and guidelines for the Department's FY 2004 budget.
- TAB A summarizes the passback's major provisions.
- I am preparing a DoD response to this passback expressing our concerns regarding some of these provisions. Our response is due to OMB on December 6.

Attachments:
As stated

Prepared By: Robert J. Shue, (b)(6)

OMB Passback for FY 2004 Department of Defense Budget

FY 2004 Topline Request (budget authority $ in billions):

			Selected Comments
FY 2003 Request (FY 2004 Column)	**387.9**		
Reductions	**-14.5**		
Policy Changes			
Remove Civilian/Under-65 Accruals		-4.5	Bookkeeping. No problem
Transfer Programs to other agencies		-1.2	See below -- $420 M concern
Fact-of-Life Changes			
Lower military & civilian pay raises		-0.9	See below. Serious concern
Lower goods and services inflation		-3.9	Reflects new economic indices
Lower health inflation		-0.1	
Management Savings			
Information technology savings		-2.5	Serious DoD concerns on this
Management reform savings		-1.1	Will appeal
Technical Changes			
Current law accrual savings		-0.3	
Adds	**+0.4**		
Special Pays and bonuses		+0.3	See below
Technical correction to accruals		+0.1	
FY 2004 Request	**373.8**		

Pay Raises: OMB specifies military and civilian pay raises of 2.0 percent. OMB has changed the index used for the military pay raise, thereby reducing the projected raise from the 3.7 percent it would have been under the previous formula.

Targeted Pay Raise: OMB disapproves DoD's proposed targeted raise, and instead adds $0.3 B for existing retention programs such as the Selective Reenlistment Bonus.

Incremental Funding: OMB directs that all ship procurement be fully funded. The only exception is the aircraft carrier which can be funded over two years (FY 2007-08). OMB estimates that $1.27 B must be added to fully fund all other ships in FY 04, and directs that DoD absorb this added funding in its topline.

Termination Liability: OMB expresses concern with DoD proposals on termination liability and promises to work on acceptable alternatives to current policy.

Information Technology Savings: OMB cut $2.5 B to reflect IT reforms and cost cutting.

Transfer to Department of Homeland Security (DHS): OMB cut $420 M to reflect transfer of Countering Bio-Terrorism program. However, since DoD program had no funding for this program, this results in a topline reduction of $420 M.

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

SECDEF HAS SEEN
DEC 4 - 2002

INFO MEMO

November 20, 2002

FOR: SECRETARY OF DEFENSE

FROM: E.C. Aldridge, Jr., UNDER SECRETARY OF DEFENSE (AT&L)

SUBJECT: Review of ASD (C3I) Blue Force Tracking (BFT) Proposal

- You asked whether John Stenbit's recommendation on BFT makes sense. He called for a priority review of the Global Personnel Recovery System (GPRS) in the FY04 Budget Review. We have done this and believe that GPRS merits continued investment as a BFT solution. In FY04, we are also investing in a related Advanced Concept Technology Demonstration (ACTD), Joint Blue Force Situational Awareness (JBFSA).
    - GPRS is an ACTD enhancement of the Army's Movement & Tracking System (MTS). The Army is now fielding MTS in their combat vehicles for BFT as part of the Gulf Digitization Initiative. GPRS was successfully demonstrated in MC02 and may also be suitable for coalition forces.
    - Another ACTD (Joint Blue Force Situational Awareness (JBFSA)) is about to start. It will fuse existing BFT technologies into a common plot. It was the highest ranked ACTD by Combatant Commanders and Services this year. The ACTD with GPRS (PRESS ACTD) will conduct its demonstration in FY04. The JBFSA demonstration will occur in FY05.
- There are Service variations on these technical solutions for BFT. In coordination with the JROC and ASD(C3I), I will nominate a DoD Executive Agent (EA) for BFT to you who will review BFT approaches, recommend appropriate solutions and quickly develop a joint BFT capability.

RECOMMENDATION: Wait until we have the results of the two ACTDs and the input of the DoD Executive Agent for BFT before selecting a technology.

3202

20 Nov 02

11/25 1530

snowflake

October 18, 2002 3:13 PM

C1614

TO: Dov Zakheim

CC: Pete Aldridge
John Stenbit
Steve Cambone

FROM: Donald Rumsfeld

SUBJECT: Blue Force Tracking

Here is a proposal from John Stenbit for blue forces tracking.

I have no way of evaluating its merits in isolation. I do think we should make a priority of such systems, but this should be considered together with other priorities for the FY04 budget build.

All you smart folks should tell me whether it makes sense to do what John is proposing.

Thanks.

Attach.
06/11/02 ASD(C3I) memo to SecDef re: Blue Force Tracking [U09856-02]

DHR:dh
101802-6

Please respond by 11/08/02

11/25/02
ALDRIDGE RESPONSE
ATTACHED
V/R

U18581-02

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

LEGISLATIVE AFFAIRS

UNCLASSIFIED

INFO MEMO

July 31, 2002

FOR: SECRETARY OF DEFENSE

FROM: Powell Moore, Assistant Secretary of Defense for Legislative Affairs, 697-6210

SUBJECT: Response to Snow Flake 072502-8 regarding WMD Briefings

- Last week we briefed House Members on WMD on three separate occasions for a total number of 50 Members.
  - **July 24,** Committee Room Briefing: **House Armed Services Committee Members:** 60 invited, 33 attended.
  - **July 25,** Breakfast: **Rank and file Members**: 27 invited, 13 accepted, 8 attended. The House was in session until 2:30 a.m. on Thursday, which resulted in several Members dropping out at the last minute. This also accounted for the imbalance in the DoD to Member ratio.
  - **July 26: Defense Subcommittee of the House Appropriations Committee Members:** 15 invited, 9 attended.

- We also offered this briefing to the House Permanent Select Committee on Intelligence, but they were unable to schedule.

- Attached is the list of House Members invited to the briefings last week. The names of Members who attended are in bold type.

Attachment:
As stated

032

31 Jul 02

HASC INVITEES
(Attendees are bolded)

Republicans
Bob Stump, Arizona - Chairman
Duncan Hunter, California
James V. Hansen, Utah
Curt Weldon, Pennsylvania
Joel Hefley, Colorado
Jim Saxton, New Jersey
John M. McHugh, New York
Terry Everett, Alabama
Roscoe G. Bartlett, Maryland
Howard P. "Buck" McKeon, California
J.C. Watts Jr., Oklahoma
William M. "Mac" Thornberry, Texas
John Hostettler, Indiana
Saxby Chambliss, Georgia
Van Hilleary, Tennessee
Walter B. Jones, North Carolina
Lindsey Graham, South Carolina
Jim Ryun, Kansas
Bob Riley, Alabama
Jim Gibbons, Nevada
Robin Hayes, North Carolina
Heather A. Wilson, New Mexico
Ken Calvert, California
Rob Simmons, Connecticut
Ander Crenshaw, Florida
Mark Steven Kirk, Illinois
Jo Ann Davis, Virginia
Ed Schrock, Virginia
Todd Akin, Missouri
Randy Forbes, Virginia
Jeff Miller, Florida
Joe Wilson, South Carolina

Democrats
Ike Skelton, Missouri - Ranking
John M. Spratt Jr., South Carolina
Solomon P. Ortiz, Texas
Lane Evans, Illinois
Gene Taylor, Mississippi
Neil Abercrombie, Hawaii
Martin T. Meehan, Massachusetts

Robert A. Underwood, Guam
Rod R. Blagojevich, Illinois
Silvestre Reyes, Texas
Tom Allen, Maine
Vic Snyder, Arkansas
Jim Turner, Texas
Adam Smith, Washington
Loretta Sanchez, California
Jim Maloney, Connecticut
Mike McIntyre, North Carolina
Ciro D. Rodriguez, Texas
Cynthia A. McKinney, Georgia
Ellen O. Tauscher, California
Robert A. Brady, Pennsylvania
Robert E. Andrews, New Jersey
Baron P. Hill, Indiana
Mike Thompson, California
John B. Larson, Connecticut
Susan A. Davis, California
Jim Langevin, Rhode Island
Rick Larsen, Washington

HAC-D INVITEES
(Attendees are bolded)

Republicans
C.W. Bill Young, Florida – Chairman HAC
Jerry Lewis, California – Chairman HAC-D
Joe Skeen, New Mexico
David L. Hobson, Ohio
Henry Bonilla, Texas
George Nethercutt, Washington
Randy "Duke" Cunningham, California
Rodney Frelinghuysen, New Jersey
Todd Tiahrt, Kansas

Democrats
David Obey, Wisconsin – Ranking HAC
John P. Murtha, Pennsylvania - Ranking HAC-D
Norm Dicks, Washington
Martin Olav Sabo, Minnesota
Peter J. Visclosky, Indiana
James P. Moran, Virginia

GENERAL INVITEES
(Attendees are bolded)

Republicans
Shelley Moore Capito, West Virginia
Christopher Cox, California
Kay Granger, Texas
Adam Putnam, Florida
Paul Ryan, Wisconsin
Christopher Shays, Connecticut
Fred Upton, Michigan
Mark Kennedy, Minnesota
John Shimkus, Illinois
Lee Terry, Nebraska
Steve Buyer, Indiana
Dave Camp, Michigan
Ernest Fletcher, Kentucky
Porter Goss, Florida
Melissa Hart, Pennsylvania
Johnny Isakson, Georgia
Jim Ramstad, Minnesota

Democrats
Chet Edwards, Texas
Allen Boyd, Florida
Benjamin Cardin, Maryland
Bob Etheridge, North Carolina
Harold Ford, Jr., Tennessee
Charles Stenholm, Texas
Robert Cramer, Jr., Alabama
Steny Hoyer, Maryland
Robert Matsui, California
David Price, North Carolina

snowflake

July 1, 2002 7:31 PM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: ICC for Officials

Please look at the attached memo I copied you on April 15, and tell me where we are.

Thanks.

Attach.
04/15/02 SecDef memo [041502.20 (azn)]

DHR:dh
070102-66

Please respond by 08/02/02

015

01 JUL 02

U19200 02

snowflake

7:48 AM

TO: Jim Haynes
Paul Wolfowitz

CC: Doug Feith

FROM: Donald Rumsfeld DR

DATE: April 15, 2002

SUBJECT: **ICC**

I visited with Henry Kissinger about the ICC. He thinks that former officials from the day the treaty goes into force, may have to have some sort of "diplomatic mission standing" to be protected if they travel overseas, both while they are in the government, and after they leave, for the rest of their lives.

Would you put some people on this? There is no point in waiting for a year to go by, and then have someone get charged or arrested and be surprised. He said a diplomatic passport would not be good enough, but that they would have to be on a mission of some kind for the government to be protected.

He thought that the ICC treaty was written in a way that it would not apply to people who may be charged with crimes that occurred prior to the time that the treaty entered into force. Please check that.

Please get back to me with your proposals. Thanks.

DHR/azn
041502.20

Please respond by: _____

snowflake

July 1, 2002 7:28 PM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: ICC Legal Fees

Ought there to be legislation that protects people who are called by the ICC, so that their legal fees are paid? I sent this memo to Jim Haynes in April, but I don't know the answer.

Thanks.

Attach.
04/25/02 SecDef memo to GC [042502-16]

DHR:dh
070102-65

Please respond by 08/02/02

01 JUL 02

U19201 02

snowflake

April 25, 2002 11:10 AM

TO: Jim Haynes

FROM: Donald Rumsfeld DR

SUBJECT: ICC

One of the items for the ICC might be to get a bill passed that provides money for paying attorneys of former government officials to defend themselves in these things.

Thanks.

DHR:dh
042502-16

Please respond by 05/17/02

snowflake

July 1, 2002 2:53 PM

TO: Doug Feith

FROM: Donald Rumsfeld

SUBJECT: ICC

Have we gotten Afghanistan and Pakistan to free us from the ICC? If we haven't, I want to get it done fast. What is the problem?

Thanks.

DHR:dh
070102-39

Please respond by 07/19/02

015

01 JUL 02

U19202 02

July 1, 2002 7:59 PM

TO: Larry Di Rita
Col. Bucci

CC: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Ministerial

Colin is looking at September 20 for the meeting with the Russian and US defense and foreign ministers—probably a four-hour meeting over lunch in Washington, D.C.

Since Sergei Ivanov is going to be coming all the way from Moscow, I think we ought to think about doing something with him the day before, on September 19.

Thanks.

DHR:dh
070102-69

Please respond by 07/26/02

RUSSIA

JUL 02

U19203 02

snowflake

July 1, 2002 7:59 PM

TO: Larry Di Rita
Col. Bucci

FROM: Donald Rumsfeld DR

SUBJECT: Senior Executive Council

I want to start seeing the schedule every time the SEC meets—when it is meeting, what time, what the subjects are and the agenda.

I want to call a meeting of the SEC that I will chair, and I want them to come in and brief me on all of their activities since they had their first meeting—what they have accomplished, what they have tried to and failed, what their agenda is for the rest of this year and what they want to accomplish.

I am going to assign them to show me how we can shorten the length of processes in the Department—I want a specific proposal from them to discuss that subject at the meeting. I would like the meeting to be held sometime during the last two weeks of July.

Thanks.

DHR:dh
070102-70

Please respond by 07/12/02

334

U19205 02

snowflake

July 1, 2002 8:37 PM

TO: Torie Clarke

FROM: Donald Rumsfeld DR

SUBJECT: Speech

Please talk to Steve Cambone about this memo from Bill Schneider. He thinks it is a good idea and that we should do it in the fall. He thinks it should be broader than nuclear weapons—it should really be the defense strategy.

Why don't we think about that?

Thanks.

Attach.
03/18/02 SecDef memo re: Speech on Nucs (031802-40)

DHR:dh
070102-76

Please respond by 08/02/02

A-47161

15 JUL 02

U19206 02

snowflake

March 18, 2002 12:43 PM

TO: Steve Cambone
Torie Clarke
Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Speech on Nucs

Yes - in fall
[illegible]
Def Auditory
pls advise

What do you think about this recommendation from Williams and Schneider?

Will the three of you please come back to me with a recommendation.

Thanks.

Attach.
03/07/02 Williams/Schneider ltr to SecDef re: Speech on Nuclear Weapons Matters

DHR:dh
031802-40

Please respond by 04/12/02

U04932-02

JUL 9 1 2002

3/8

SECDEF - Haven't seen the memo yet. Will discuss with you when I do. D. Rita

March 7, 2002

MEMORANDUM FOR SECRETARY RUMSFELD

SECDEF HAS SEEN

MAR 1 8 2002

FROM: Chris Williams and Bill Schneider

SUBJECT: Speech on Nuclear Weapons Matters

Larry Di Rita

We are pleased with the results of the Nuclear Posture Review in helping to reshape U.S. nuclear policy in important ways. The emphasis on establishing a "New Triad" makes sense in light of the growing role missile defenses and advanced conventional weapons can and should play in the emerging security environment; we also endorse the added attention to the R&D and Industrial Base, both at DOE/NNSA and within Defense, and how they can contribute to the objectives of reassuring allies, dissuading military competition, deterring aggression, and defending and defeating an adversary should hostilities erupt.

Although the NPR represents an important "first step", we're sure you agree that more needs to be done. Translating the NPR's conceptual framework into specific programmatic and policy decisions will not be easy. We stand ready to assist in any way you deem appropriate, in carrying through with various NPR implementation tasks.

In this regard, we wish to bring to your attention a possible future opportunity for you to publicly discuss the results of the NPR and decisions regarding its implementation. We understand that Lawrence Livermore National Laboratory plans to celebrate its 50th Anniversary in September of this year. We further understand that Bruce Tarter, Director of the Lab, is planning to formally invite you to deliver a major speech during the Lab's celebratory events sometime in September.

The NNSA laboratories are under-utilized by DoD as their science and technology expertise can contribute to a wide range of DoD requirements in addition to their core competence in nuclear weapons. In the long (or perhaps medium) term, a rationalization of all USG defense-related laboratories may be appropriate for consideration in a "super-BRAC" environment involving DoD facilities, laboratories, industrial centers, etc.

We respectfully recommend that you give serious consideration to accepting Bruce's invitation. Given the Lab's vital and historic role in helping win the Cold War, Livermore's 50th anniversary celebration would provide an appropriate venue and a tremendous opportunity to further elucidate on the NPR and what it means for U.S. national security. By September, additional details regarding NPR implementation should also be available. You might also consider using such a forum to lay out your vision of the role and mission of the NNSA laboratories and plants in sustaining U.S. nuclear expertise and capabilities.

Thank you in advance for your consideration of our comments and suggestions. Best regards.

Snowflake

July 1, 2002 11:43 AM

TO: Doug Feith
Gen. Myers

FROM: Donald Rumsfeld

SUBJECT: Philippines

PHILIPPINES

Please make sure you read this letter to President Bush from Arroyo. It lays out what she expects.

Thanks.

Attach.
06/19/02 Arroyo ltr to POTUS

DHR:dh
070102-24

Please respond by _____

1 JUL 02

U19207 02

6/27

LETTER FROM PHIL. PRESIDENT MENTIONED BY CJCS. J/RED

MALACAÑAN PALACE
MANILA

June 19, 2002

Dear President Bush,

I wish to thank you for the firm and forthright statements that you and your officials have made in support of the Philippines following the operation against the Abu Sayyaf terrorists last June 7. I would like to reiterate my profound sadness over the loss of Martin Burnham and Deborah Yap and my great relief that Gracia Burnham was liberated. Let me reassure you that the Philippine Government is committed to seeing that justice prevails against the Abu Sayyaf.

In this regard, I feel we must now discuss more closely the future shape of our bilateral cooperation against terrorism. Towards this end, I deeply appreciate your leadership in increasing US economic, defense and counter-terror assistance for the Philippines.

Specifically, I would like our respective officials to focus their attention on finding agreement as soon as possible on certain key points. In the first place, our officials should establish a modality for extending our current exercises beyond July 31 in order to ensure that our counter-terror cooperation will have the flexibility to face any contingency without undue interruption.

In addition, we need to secure the training as soon as possible for two additional Light Reaction Companies (LRC's) and the continuation and enhancement of the civic action component of our current exercises. The question of whether US forces can accompany their Philippine counterparts below battalion level in the field must also be resolved.

I am particularly concerned about improving the capabilities of the Armed Forces of the Philippines (AFP) through the provision of the equipment necessary to help them in their counter-terror campaign. The needs of the AFP are most immediate as they are now in active pursuit of the terrorists and they must maintain the momentum of their operation. The Philippines will soon indicate the precise equipment assistance being sought.

In the interest of securing our common objective of defending our countries and our regions from the scourge of terrorism, I look forward to continuing our cooperation. Let me thank you once again for the support you have extended to our alliance.

GLORIA MACAPAGAL-ARROYO
President of the Republic of the Philippines

12636

H.E. GEORGE W. BUSH
President of the United States of America
The White House
Washington, D.C.

OPTIONAL FORM 99 (7-90) PLEASE CALL UPON RECEIPT
FAX TRANSMITTAL # of pages ▶

To Matt Daley	From
Dept./Agency	Phone #
Fax # (b)(6)	Fax #

NSN 7540-01-317-7368 5099-101 GENERAL SERVICES ADMINISTRATION

snowflake

July 1, 2002 7:17 PM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Finding Leadership

383.6

I suggested to you that we get other countries engaged in finding the senior Al Qaeda and Taliban leadership. Here is a note that Pakistan is doing it.

Why don't we get a lot of countries to put out rewards for finding those people, put their pictures out and ask people to help find them?

Thanks.

Attach.
06/30/02 AP story: "Pakistan Government Publishes Appeal for Help in Finding Osama bin Laden"

DHR:dh
070102-62

Please respond by 08/02/02

13 JUL 02

U19200 02

SECDEF HAS SEEN
JUL 01 2002

AP--ri BC-Pakistan-al-Qaida
Story: a0439

Time: 2002 06/30 10:25 GMT
Ref:
^BC-Pakistan-al-Qaida,0529<
^Pakistan government publishes appeal for help in finding Osama bin Laden.<
^By ZARAR KHAN=
^Associated Press Writer=

KARACHI, Pakistan (AP) _ Calling them ''dangerous religious terrorists,'' the Pakistani government made a public appeal Sunday for help in finding Osama bin Laden, his top aide and 16 other al-Qaida members.

The appeal, made in a news release carried in at least one Urdu-language newspaper, did not say if authorities believe bin Laden or the others are in Pakistan.

The statement features photographs of bin Laden and 17 others including his chief deputy Ayman al-Zawahiri. It urges people not to support jihad, or Islamic holy war, if it includes terrorist acts.

''Those who kill innocent Pakistani people are the enemy of peace and country,'' the Urdu-language statement says. ''Their purpose is terrorism and destruction. Their religion is only terrorism. Terrorism is not jihad. Support the Pakistani government against terrorism.''

The statement does not make any specific allegations against bin Laden.

It includes quotes in Arabic from Islam's holy book, the Quran, denouncing terrorism and urges people with information about terrorists to contact police, who would treat sources and information as confidential. No reward money was offered.

The statement was distributed to local and international news outlets late Saturday, and was carried in the Sunday edition of the Daily Jang newspaper in the southern city of Karachi. The statement was not carried in major newspapers _ including Jang _ printed in the capital, Islamabad.

Pakistan became a key U.S. ally in the international coalition against terrorism after President Gen. Pervez Musharraf cut ties with Afghanistan's former Taliban regime following the Sept. 11 terrorist attacks in the United States.

Bin Laden and many top al-Qaida and Taliban leaders escaped the campaign. U.S. special forces have been searching remote tribal-controlled regions along Afghanistan's border with Pakistan.

Ten Pakistani soldiers were killed Wednesday in a gunbattle with al-Qaida suspects in a village on the Pakistan side of the frontier. Two al-Qaida fighters were killed and dozens escaped.

On Saturday, police in Karachi released photos of 11 militants suspected in recent deadly bombings in the city and the kidnap-slaying of Wall Street Journal reporter Daniel Pearl. Rewards totaling $320,000 were offered for help in their capture.

A June 14 blast outside the U.S. Consulate in Karachi killed 12 Pakistanis. A May 8 car bombing outside the Karachi Sheraton Hotel killed 11 French engineers and three other people, including the bomber.

any U.S. strikes on Iraq.

The U.S. State Department said in early June that it planned to have a conference of Iraqi opposition groups during the summer and was organising preparatory meetings. U.S. officials say the aim would be to talk about what Iraq should look like after the departure of Iraqi President Saddam Hussein.

U.S. President George W. Bush, who accuses Iraq of being a part of an ''axis of evil'' together with North Korea and Iran, has openly declared his desire to remove Saddam by military force if necessary, but has offered few details of how he plans to accomplish that.

snowflake

July 1, 2002 6:14 PM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Legal Costs

Should we get a law passed that provides full reimbursement for all legal costs for anyone charged under the ICC? The disruption of everyone's lives is one thing, but the cost is another. Some people can afford it; others can't.

Thanks.

DHR:dh
070102-57

Please respond by 07/26/02

015

150702

U19209 02

snowflake

EF2084

02/069933-05DP

July 1, 2002 6:02 PM

full

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Measures

Attached is a memo from Tony Dolan in response to my memo of April 1, which referred to my 1977 Defense Perspectives paper.

Please take a look at it. Do you think you have people there who could fashion something that would work? Please advise.

Thanks.

Attach.
04/03/02 Dolan memo to SecDef re: Measures

DHR:dh
070102-55

Please respond by 08/02/02

8/8

SecDef –

If the report is any good, we should consider using it as the new "Annual Defense Report," which is pretty lousy and a hodge-podge.

07-07-02 04:04 IN Di Leto

8/7

U19210 02

11-L-0559/OSD/13100

381

120702

POLICY

THE UNDER SECRETARY OF DEFENSE
2000 DEFENSE PENTAGON
WASHINGTON, DC 20301-2000

INFO MEMO

I-02/010720 Strat

FOR: SECRETARY OF DEFENSE

FROM: UNDER SECRETARY OF DEFENSE FOR POLICY (Douglas J. Feith)

SUBJECT: Defense Challenges Report

- In response to your 1 JUL 02 snowflake on "Measures", Andy Hoehn's Strategy office and Sven Kraemer from the Policy Advisory Group have been working on a draft outline for an innovative, unclassified "Defense Challenges Report" intended for wide dissemination.

- The report would include a wide range of graphics and portray:

  - New, multifaceted, long-range defense challenges to US security.

    - These challenges range from traditional state-on-state aggression to conflicts among militant ethnic and religious groups.

  - Increasingly close ties between terrorist groups and rogue states.

  - Ongoing proliferation of weapons of mass destruction and asymmetric military capabilities.

  - Key sources of proliferation

  - Anti-access strategies and capabilities.

  - US response to these defense challenges.

- We anticipate this to be a high-priority project with a draft to you by 15 NOV 02 and publication by mid January, in advance of your budget submission to Congress.

- We would welcome the opportunity to discuss this work at your convenience.

Prepared by: CDR Gerard Hueber, (b)(6)

snowflake

April 1, 2002 8:21 AM

TO: Torie Clarke
Tony Dolan
Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Defense Perspectives

4/8

Attached is a paper I pretty much wrote 25 years ago. It was the first defense paper that tried to send a defense message. The message today is very different, and this obviously looks crude after 25 years.

There are things we are doing today that we should measure in the same way we measured things then.

Please return this to me after you have had a chance to look at it. I would be curious to know if either of you have any brilliant ideas as to what we ought to be measuring. I have asked several other people, and they have come up blank.

Thanks.

Attach.
January 1977 "U.S. Defense Perspectives"

DHR:dh
040102-3

Please respond by _____ 4/8

Very good Dolan response attached. ✓

D.R.

Larry Di Rita

11-L-0559/OSD/13102

U05746-02

April 3, 2002
MEMO
To: Secretary Rumsfeld
Fr: Anthony R. Dolan
Re: Measures

SECDEF HAS SEEN
JUL 01 2002

I have looked at the 1978 "measures" paper, per your snowflake.

1. 78 PAPER -- It is very impressive both in thought and presentation (whatever your second thoughts.) Clearly, a model for the reports and documents on Soviet military strength and on Central America that had great impact in the 80s.

"The measures" that everybody seems to be having trouble coming up with also seem obvious enough. (So, am I missing something?)

2. ADVERSARIAL MODEL -- The 78 paper's motif was adversarial -- the Soviet menace. So an excellent product for the current situation could be modeled after the 78 paper, one containing:

(a) Graphs, charts and maps showing kinds of terrorist networks, number of incidents, financial resources, training areas etc.

(b) The maps alone might show: Nations where terrorist networks operate (a * for Al Queda, a # for others, etc.); nations that support networks; nations that support networks and have WMD; nations with serious incidents, nations where financial assets are seized, nations with ICBMs and IRBMs etc.

(c) Before and after six-month comparisons might also work.

(d) US and allied assets in response. Decline and renewal.

3. READINESS AND PROCUREMENT MODEL -- But perhaps you mean a more benign series of "measures" focused on what has been happening in defense in the last decade. For example, the strain on the armed services. Some figures dug up before Sept 11 were:

JUL 1 0 2002
11-L-0559/OSD/13103

Contingency deployments:

	1980s	1990s
Army	once every 4 years	once every 14 weeks
Navy	5 per year	13 per year

And the Air Force total deployment in 1999 exceeded that either in Desert Storm or Vietnam.

Indeed, the real figure for troops committed to overseas deployment was not the off-quoted 18% but closer to 54%. (When those training and returning from deployment is taken into account,) The number associated with current deployments approaches 70% when "individuals on travel, in school, or too close to the end of their enlistments" are included.

Main Point: US forces in the 1980s were going to established locations in Europe and Northeast Asia. Today they go anywhere in the world. As total force declined by 50% deployments increased to historic highs

Or you could do "measures" of equipment. Average age of tactical fighter more than doubled. 75% of Army combat system exceed their half-life – the time when replacement should begin. Average age of all air force aircraft increased 70%. Procurement dropped 68% in 90s from 80s.

THE ADVERSARIAL OPTION -- If you are looking to go the first way and put out "measures" related to the terrorism war this argues for – please excuse the commercial -- an interagency group that has an intelligence component that processes this stuff based on the insights into the criminal psyche – the stuff that will upset the bad guys most.

YOUR EXAMPLE -- No better example of this exists, by the way, than the mayhem you have caused in Syria and Iran the last two days. The bad guys are thinking about what you said instead of their own objectives. So they will do something dumb. Maybe they will refuse to accommodate some terrorist who will himself go berserk and retaliate. And that will set off a counter-repression and pretty soon the bad guys will be fighting each other. Whatever. The point is that pressure causes mistakes.

PRESSURE ALSO CAUSES MORE FOCUSED THOUGHT + CONCENTRATED

But getting in the bad guys' minds means dispassionately exposing their moral squalor and weakness -- using what they detest more than military action or economic sanction, that third option – the truth.

RESEARCH DEPENDENT – Such an effort depends on a mundane word -- research. The data. Which dictates the direction.

PEOPLE AND CULTURE -- Pulling this research together and deciding what to do with it – it might go to a news organization, in a "white paper" or a speech -- is a matter of having the right people in the room. Those who have an eye for this stuff and know how to get it out are as rare as pitchers with 20-win-seasons. Otto Reich's office was superb in the 80s with its glossy reports about the Sandinistas – exposed everything from drug dealing to anti-Semitism. A Dailey and Joanou, whatever.

In any case, a "measures' paper would be cool.

Though I do think you need a bureaucracy, an institutional culture to do it right and regularly.

snowflake

July 1, 2002 6:02 PM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Declaratory Policy

381

Please take this Tony Dolan memo and convert it into a memo from me to the President, with some suggestions as to how either he or I, or somebody, could use it for a speech and provide encouragement to people.

We need to get the declaratory policy fashioned. I do not want to stick this into the interagency process, where everything dies or gets so dumbed down that it is worthless.

Thanks.

Attach.
03/29/02 Dolan memo to SecDef

DHR:dh
070102-54

Please respond by 08/02/02

1 JUL 02

U19212 02

Larry Di Rita
3/29

SECDEF HAS SEEN

JUL 01 2002

March 29, 2002
MEMO
TO: Secretary Rumsfeld
FR: Anthony R. Dolan
Re: The quick takedown.

3/29

THE QUICK HIT -- A great coach named Bob Ciocher used to teach his fighters to do the unexpected and instead of maneuvering around after the opening bell to rush across the middle of the ring and bop the other guy right on the chin. Sometimes it worked; the fight was over before it started. (I think there is something similar in wrestling.)

Once in a while the quick hit works.

HITLER – "No one will make peace with me" Hitler told Pommel. He was right. But the allies might have had another way. The historical consensus seems to be growing on a tragic point, that if the FDR had not suddenly announced "unconditional surrender" (apparently to please Stalin) enough high ranking Germans might have joined in the plot against Hitler to make it work.

BAD GUYS PSYCHOLOGY – For all their bravado and incorrigibility even the worst of the dictators are susceptible to fear. Quadaffi got religion after a wake-up call from an F-111 that threw one down his front porch. And the Soviet Politburo was a lot less aggressive after the cruise and Pershing missiles were in place. (In eight minutes those creaky old reprobates could barely get out of their chairs, let alone down to the shelters.)

SELF-INTEREST – If the obsessive self-interest (the basis of the criminal psyche – see long paper) of even the dictators makes them stand down, imagine how it might be among those who are around them. In the face of strength (and their own fear), they might be in a deal-making mood.

NOT A DAY GOES BY; IN TOO DEEP – No one knows this better than criminals like Sadam. So, a day doesn't go by when this sort of dictator doesn't remind those around them that they are in too deep to expect any clemency.

CALIBRATION NEEDED – What follows needs to be calibrated. Maybe extended to all "axis-of-evil" nations. Maybe Castro too. (A master through his neighborhood spying apparatus to get others to participate in his crimes and oppression.)

11-L-0559/OSD/13107

And maybe someone else needs to say this. (Pres?) But this is the general idea.

"Dictators like Sadam know how to spread the blame, get everyone involved.

The result is that in societies like Iraq many people get drawn into the wrongdoing. And then the guilt begins. And more wrongdoing follows. Soon a cycle of guilt and wrongdoing and more guilt takes over.

The result is despair. Among the very people in the best position to help overthrow a regime there is no hope. They think they have to follow Hitler into the bunker.

I don't think the cycle of guilt and wrongdoing has to go on endlessly, that it can't be escaped from. I think there should be some hope. There are those in Iraq and in other places that need to know this -- those who would like to help overthrow such cruel and reckless regimes but are afraid that by doing so they would be committing an act of self-destruction because of their own past involvement in its crimes.

That isn't necessarily the case. I can't speak for the Iraqi people or whatever opposition forces would make up a new government. But I do know I would be urging the President of the United States to use the good offices of this nation to urge leniency and even an offer of amnesty for anyone instrumental in taking down the Iraqi regime and opening the way to a decent life for the long-suffering people of that nation.

Let's face it: The nightmare nexus is the terrorist in possession of a weapon of mass destruction. Sadam embodies it. In fact, he not only has these weapons but has shown a willingness to use them – and he is now trying to add a nuclear bomb to his arsenal.

But he knows his rule has no moral legitimacy, and even among his closest associates there are those who would like to see a new government in Iraq. So he is plenty sacred. The other dictators also live in fear. We shouldn't forget this.

Neither should we forget that there are those at powerful positions in such societies who also want change. Maybe out of self-interest. But maybe self-redemption too, that may be a cause. They may regret their wrongdoing and want to see their nations liberated."

11-L-0559/OSD/13108

snowflake

July 1, 2002 3:05 PM

HOT

Advance copy Dist

350.09

TO: Paul Wolfowitz

FROM: Donald Rumsfeld

SUBJECT: B Team

Should we put together a "B team" for intelligence assessment and get some alternative analysis on areas like Iran, Saudi Arabia or Saddam's involvement with terrorism?

If so, please come up with a proposal within one week.

Thanks.

DHR:dh
070102-43

Please respond by 07/10/02

1 JUL 02

U19213 02

July 1, 2002 3:02 PM

STRATCOM

TO: VADM Giambastiani

CC: Paul Wolfowitz
Doug Feith
Gen. Myers
Gen. Pace
Jim Haynes

FROM: Donald Rumsfeld DR.

SUBJECT: STRATCOM/SPACECOM

We have to get a name for STRATCOM/SPACECOM. My instinct is to just leave it called STRATCOM.

Thanks.

DHR:dh
070102-42

Please respond by 07/19/02

17Jul02

U19214 02

snowflake

July 1, 2002 2:25 PM

OHO Energy

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Replacement for Gen. Gordon

We should think about who should replace Gordon at the energy agency.

Thanks.

DHR:dh
070102-31

Please respond by 07/26/02

17JUL02

U19215 02

snowflake

July 1, 2002 1:50 PM

TO: Dov Zakheim

FROM: Donald Rumsfeld DR

SUBJECT: Bow Waves

Please take a look at the bow waves of each of the Services and tell me what you think we ought to do about them.

Thanks.

DHR:dh
070102-30

Please respond by 08/02/02

U19216 02

snowflake

July 1, 2002 12:39 PM

02050

TO: Torie Clarke

FROM: Donald Rumsfeld DR

SUBJECT: *Rumsfeld's Rules*

If you have not taken *Rumsfeld's Rules* off the website, please do so.

Thanks.

DHR:dh
070102-29

Please respond by 07/12/02

JN102

U19217 02

Snowflake

July 1, 2002 8:30 AM

TO: J.D. Crouch

FROM: Donald Rumsfeld DR

SUBJECT: NATO

On reflection, when we looked at NATO's command structure the other day, what we looked at was our command structure and NATO's command structure. What we did not look at was U.S. force structure and base structure at NATO.

It seems to me we ought to look at that before we look at the command structure, or as we are doing it, and then we ought to go back to the NATO command structure.

Please advise.

Thanks.

DHR:dh
070102-6

Please respond by 08/02/02

NATO INFORM

070102

U19218 02

snowflake

July 1, 2002 5:10 PM

TO: Torie Clarke
Larry Di Rita
Tony Dolan

FROM: Donald Rumsfeld

SUBJECT: First Amendment

I have just read again this speech on the media and have the following thoughts:

1. See the edits I have made.

2. I wonder if it is really an article, instead of a speech. It certainly is way too long for the press briefing room, I think.

3. I would like a section in it that talks about the countries that don't have free press and what the differences are with countries that do. We could probably name some, but the damage it does to those countries and the opportunities for the people and the stability of the countries is a distinctive difference.

4. I wonder if there also ought to be a paragraph in there that points out that in a large organization like DoD anyone can find people to say anything. The problem is that most of the people who do talk are the ones who aren't involved, who aren't knowledgeable about the policy developments. It is almost reasonable to say that people who talk to reporters out of school are people they who they ought to assume know very little.

5. I also think we may want a section on leaking and violating federal law.

After some of those thoughts are incorporated, why don't we get a meeting together and decide how we want to proceed with it. It is a good piece of work.

Thanks.

Attach.
04/05/02 Dolan memo w/First Amendment Speech

DHR:dh
070102-52

Please respond by 08/01/02

2002 Equal opport

170102

U19220 '02

415
1745

SECDEF HAS SEEN

JUL 01 2002

April 5, 2002
MEMO
To: Secretary Rumsfeld
Fr: Anthony R. Dolan
Re: First Amendment speech

Article 7

Your navigation of the most dangerous shoals facing media and government in time of war may have altered permanently the relationship between the two and it will help the historical record if that gets developed and formulated a bit now.

Larry wanted Torie to react before sending this on and she has sent me an e mail saying there is good and important stuff here. She also thought it might fit more as a speech to newspaper editors. It could also be a quick Press Club event. I think I'm still inclined to the briefing room but as our old friend Bob Dole used to say: Whatever.

In any case, whether the briefing room or somewhere else this might well be proceeded by a lunch with First Amendment gurus like John Siegenthaler, Floyd Abrams, Marvin Kalb, etc.

4/9

SecDef -

Take a look and we can discuss. It may be a good thing to give this to our press corps at some point. It's lengthy, but there are some good points. You would have to want to do it, because it will ruffle their feathers some.

Larry

Larry Di Rita
4/9

Mar. 2, 2001
To: Secretary Rumsfeld
Through: Tory Clark, Larry DiRita
Fr: Anthony R. Dolan

The rate of your "availabilities" probably sets an historic mark and this should be noted. As should your philosophy of media-government relations.

What follows is an expansive embrace of the First Amendment but also puts some points on the record that helps keep the media alert to your view of their responsibilities. (Obliquely, it also answers the points raised in the Washington Post editorial.)

Two more pages and this is a press club speech. But I really would opt for the briefing room.

I think the timing is right and with a little spade work there might be lots of coverage and follow-up discussion -- excerpts in the Times, a Koppel thing that night etc. We will have to call people who do First Amendment stuff and alert them.

REMARKS, SIX MONTH ANNIVERARY OF WAR BRIEFINGS,

Since the opening of the global conflict caused by the Sept. 11th surprise attack on the United States, this briefing room has seen discussions of a good many issues raised by the U.S. government's response to that assault on our homeland and the death of so many American citizens.

Among those issues:

- The military, diplomatic and economic means by which the war on terrorism would be waged
- The ~~problems~~ difficulties associated with building and maintaining international coalitions to that end.
- The military strategy employed in various theaters of war -- ~~especially~~ including Afghanistan – and the results attained.
- Issues like military commissions, detainees and detention facilities that are peculiar to this conflict.
- Questions about the nature, size and scope of the US military commitment as well as specific actions or incidents.

?

EP-3. Jap track Rest. fire-fly incer.

The discussion of these issues – many of them complicated, difficult and some potentially contentious -- has also been carried on within the context of a larger issue -- that is equally complicated, difficult and potentially contentious: Striking a balance between the obligation to maintain the secrecy needed to vigorously and successfully prosecute the war with the obligation of those of us in government to respect the public's right and need to know – and to answer inquiries with as much information and candor as possible.

We are now at about the ~~six~~ ten-month mark ~~in these briefings~~ and I thought I would take a few moments to offer a few reflections on ~~them~~ the briefing. and along the way make some observations about the relationship – the delicate balance -- between media and government's obligations to truth and truth seeking.

So, about the briefings. First—their frequency. Some say they aren't held often enough. Some say they're too frequent. We're always open to suggestions, but at this point I think the tempo has been right. And ~~that~~ we shall likely continue in this manner. In fact, let me add that I suspect there have not been this many "press availabilities"

(as they are called) in the past, especially in time of war or conflict. And that we're proud of that and would like it to continue.

Second, we will continue the general approach to their content and character. By that I mean we will continue to try and get out – and this may sound like a bromide but it's more than that -- as much information as possible in as timely a fashion as possible.

This means that when there are questions or events involving "the fog of war" – accidents, friendly-fire incidents, civilian casualties and the like – we are going to have to take some time to get information from the field and then unravel what happened. Or, when there are questions about previously uncharted legal issues such as commissions or detainees, we will take some time to think through these issues before fully commenting on them. Such matters aren't easy and we owe it to you and the American people to have our facts and thoughts in as much order as possible before commenting.

That having been said, we should also note a balancing concern, that we need to continue to try to get out what we know as quickly as

possible. And when further questions and considerations are raised, here or on Capitol Hill, or from members of the general public -- or when new data comes to light from any of these sources -- that we must try to take them into account and address them.

Now this means a tradeoff. If we move with dispatch to answer inquiries this means when we err it will be on the side of imperfect results and having to occasionally ac~~knowledge mistakes~~ Make corrections. But ~~I think~~ this is better than endlessly putting off of a response to legitimate inquiries.

We will not take ~~Now we could, I suppose, take six~~ months to study such matters, tell you we are ~~just~~ being judicious and time the release of our findings according to what we perceive as our convenience or advantage.

~~That's great. I don't know if that really works.~~

~~But I do know~~ we ~~won't~~ be ~~doing it~~

I think it leads to bad habits and encourages weakness in the face of one of government's worst temptations -- ~~a particularly invidious~~ that ~~the kind~~ assault on the truth known as stonewalling.

Delay risks credibility. And credibility anytime, but particularly in time of war, is important. So, part of being responsive and open is -- being responsive and open in a timely way. We will attempt to continue this even if that means something said ~~from this podium~~ may ~~will~~, in retrospect, have to be elaborated on, revisited, revised, changed or – perish the thought -- corrected

News organizations run corrections occasionally. So should government occasionally.

Which brings up second point, the issue of accountability. And the differences in our obligations.

The media has its critics. I hear from some of them; you hear from some of them. They are not afraid to note past reports that had a great air of certainty to them that didn't ~~ultimately~~ pan out. Reports, for example, that great masses of foreigners were going to take to the

streets against the United States, that the war in Afghanistan was a "quagmire," that ~~commanders~~ decision were incompetent and, more recently, that the US was targeting innocent scrap-iron dealers for missile attacks ~~or that~~ my title is ~~not Secretary of Defense but Secretary of~~ State.

Well, those critics can be heard. And the news organizations involved can respond

But I think one distinction should be kept in mind ~~here~~. News organizations have the right to issue corrections or not -- as they deem fit. And the public can make up its mind about whether a particular organization is doing enough or too little. But it's that organization's call to make.

Government's obligation is different. I'm not sure I would say there is a higher standard ~~of truth here~~ for government, but I do think government has -- or should have -- a higher standard of accountability. The reason for that is we aren't a private entity - we work for the American people ~~and for you~~. And when the American people ~~temporarily~~ entrust government

officials with the right to use the power of law -- to ~~coerce~~ Act on their behalf, that public power also means a public trust, an obligation to account for the uses of power. So, while you in the media have a public trust too, ours is what might be called a more official or formal one – and that means a duty to keep the record as straight as we can.

Now, thus far, our record, if not flawless, hasn't been bad – ~~considering. And~~ of course, we like to be right. But if we aren't – ~~and here's the distinction to be made~~ – we need to remember our accountability and the obligation to set things right.

Third -- about the questions asked in this room. I think that the standards of courtesy and logic should apply. The rules of arithmetic -- as in the use of the number ONE in the phrase "one follow-up question" – can also be of assistance. ~~And, as a general rule, it's helpful if people think before they speak.~~

Still, another distinction needs to be kept in mind. I think the public should be aware -- and this includes the producers of Saturday

Night Live -- that questions asked in a setting where there is premium on eliciting as much information as quickly as possible are not always going to be perfectly framed. ~~(I almost said as perfectly framed as my answers.)~~ The point is I don't think that members of the media have an obligation to frame questions as carefully as those of us in government have to frame our replies.

Finally, ~~these~~ Prell briefings demonstrate something else – the general relationship between the media and the government. I know there are some who say it is necessarily adversarial. ~~And I want to conclude by~~ I wonder~~ing out loud~~ about that.

I can understand the word "skeptical". And I can understand "adversarial" in the case of someone in either government or the media who is misbehaving – putting some private agenda ahead of their professional responsibility -- putting power before truth.

But seeing the relationship as necessarily or permanently adversarial is another matter.

That isn't to say we aren't different. Or that we don't have different interests. And that it doesn't help to remember this. It does -

~~People~~ Those in government, I think, ought to keep in mind the daily miracle of the work you do. It's been noted before that if some of us in government were asked to put out a daily newspaper or do a nighttime broadcast the results would be a flurry of meetings, memos and recommendations as the deadline approached for more meetings and memos – as well as the adoption of policy guidelines, a supplemental budget increase and the opening of a new government agency.

On the other hand, if those of you in the media were asked to trade in your highly- cultivated critical faculties in order to engage in the art of consensus-building by being given the task of getting together disparate parts of government on a ~~routine~~ seemingly routine policy proposal or to prepare -- to take another example that for some reason comes readily to mind -- a response to an inquiry by some annoyingly persistent news organization, the sudden frustrations might lead before the end of the day to protests, resignations, stinging exposes, demands for congressional investigations , hastily-called news conferences to reveal

secret parleys and high-level wrongdoing , and calls from high-powered literary agents talking about book proposals.

So we are different.

Yet ~~we are also the same~~ there are similar.

For one thing, if government has power; so do you.

And not inconsiderable power. Some of you have heard the story about the day the publisher of the New York Times came to lunch at the White House. He found the president had asked others to join him. He went home and that night called his mother.

And Punch Sulzberger said: "Mother, today, your son had lunch with the President of the United States, the Vice President of the United States and the Secretary of State."

There was a long pause and the voice of Mrs. Sulzberger – a woman who over several decades had been a force in guiding the paper -- came back: "Yes, dear, and what did they want?"

So, as you have power, government has power. And sometimes there are collisions.

I don't think it hurts for people on both sides of those collisions to have respect for each other. People in the media have an obligation to understand that the First Amendment protects you from government censorship or harassment. It does not protect you from criticism. People in government have an obligation to respect the role a free press lays in a free society – the essential, the indispensable role. The level of freedom enjoyed by the media is always a good measure – perhaps the most readily and reliably observable -- of whether a society can be called a free society.

But I also think it doesn't violate the robust exercise of First Amendment rights and the media's own obligation – if I may paraphrase -- "to tell the truth and raise heck" -- to acknowledge that

in a democracy the work of government officials and members of the media is at some level collaborative.

This briefing room at the Pentagon, for example, is on what is called the "correspondents corridor" – it includes a memorial to those who died as war correspondents -- some incredibly brave people. (Sadly, a new name will be added soon, that of very accomplished but also very promising reporter, Michael Perle.)

The corridor is also specifically named for Mark S Watson, a veteran correspondent who wrote about those working in this hallway's news bureaus that they are "a wonderful crowd and I do hope they will remain as surly and suspicious and aggressive and thirsty as always."

Seems to me that's about right.

Your interest is truth and the freedom to pursue the truth. I happen to think the people of the Department of Defense exists to

protect that right. On the field of battle at this hour, young American risk their lives to protect freedom and the right to pursue the truth.

But protecting that right also has a lot to do with what goes on in this room and what the leadership civilian and military of this department does here.

We have been trying. We will continue to try. And not just because we like you. Well - most of the time. ~~And we do like you. Well, most of you, anyway.~~ But because -- whether likable or not -- we owe it to the American people -- and to the cause of freedom and truth -- that both of us ~~do I think can~~ serve here.

Maybe it shouldn't be this way but -- as not a few great media figures have noted -- the best protection of First Amendment rights is their responsible exercise. And, just as important, those of us in government have an obligation to realize that for better or for worse -- like it or not -- you are the primary means by which we fulfill probably our most important duty -- to report and inform the American people on what we are doing with the trust they have temporarily placed in our hands.

11-L-0559/OSD/13130

Before going to your questions, let me say that if I were ~~talking~~ speaking to any other group I would say here we would like nothing more than if you would let us know how we can do better. But let me offer this last reflection about our ~~six~~ months together: I have noticed that you need very little encouragement on this point. When you do have criticism, ~~Lord~~ God knows you are ~~very~~ generous about giving me my chance to read it -- to hear it -- to view it.

So I wanted to begin today by ~~telling you~~ provided my own view. Our founders had a great sense of how government has been the problem not the solution, how often in history government made itself in history the major obstacle to human freedom and progress. Which is why I'm a Jeffersonian in these matters and tend to think "surly, suspicious, aggressive and thirsty" is a pretty good thing.

And that it really shouldn't be any other way.

Now, if anyone has a surly, suspicious, aggressive or thirsty question.....

snowflake

July 1, 2002 9:14 AM

TO: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: UPI

Here is a note from Arnaud de Borchgrave. I don't know what it is about, but don't make anyone take a service they don't want.

Thanks.

Attach.
06/28/02 de Borchgrave ltr to SecDef

DHR:dh
070102-11

Please respond by 08/02/02

000.7

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U19221 02

CSIS
Center for Strategic & International Studies
Washington, DC

SECDEF HAS SEEN

. . . 0 1 2002

Arnaud de Borchgrave
Senior Advisor

PERSONAL & CONFIDENTIAL ***June 28, 2002***

The Honorable Donald H. Rumsfeld
2206 Kalorama Rd., N.W.
Washington, D.C. 20008

Dear Mr. Secretary,

A brief note to tell you about a very strange occurrence, which I assume has to be a clerical error. The accounting dept. of UPI has been informed that JCS is canceling the UPI service "for the convenience of the government" effective June 1.

I simply wanted to make sure that OSD is receiving the full benefit of the UPI service. As you know, UPI now has an impressive galaxy of star reporters, a number of them hired by me before I stepped down as President & CEO 18 months ago. As you know, I have continued to serve UPI and The Washington Times as Editor-at-Large.

At CSIS, I now run the Transnational Threats Initiative, which succeeded the Global Organized Crime Project.

Perhaps you would be good enough to ask a member of your staff to look in to the UPI matter.

Alexandra and I are still hoping to have you to dinner at home on a slow August day, but I know that the word "slow" has been banished from your vocabulary.

Yours ever, Arnaud

Arnaud de Borchgrave

1800 K Street, N.W. • Washington, DC 20006 • Telephone (b)(6) • E-mail: (b)(6)

11-L-0559/OSD/13134

snowflake

July 3, 2002 12:49 PM

TO: Jim Haynes

FROM: Donald Rumsfeld DR.

SUBJECT: Violation of Airspace

One of the ways to keep people from flying close to the White House and the Capitol and clarify who the planes are that are up there is to start prosecuting the people who break the no-fly zone over the White House and the Capitol.

Please get work going on that.

Thanks.

DHR:dh
070302-9

Please respond by 08/02/02

7/20
Haynes response attached

7/22

310

U19222 02

119
1500

GENERAL COUNSEL

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

INFO MEMO

July 18, 2002, 5:00 PM

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel WJHaynes

SUBJECT: Your Question About Violation of Airspace

- You commented that one of the ways to keep people from flying close to the White House and Capitol is to start prosecuting violators of the no-fly zone.

- On July 2, 2002, I spoke with the General Counsel, Department of Transportation (DOT), and Chief Counsel of the Federal Aviation Administration (FAA), both of whom are working on this issue.

- The General Counsel of DOT provided me a briefing paper summarizing what DOT is doing to stop the airspace violations.

  - Post September 11 airspace violations demonstrate a substantial disregard for safety and security. Accordingly, violations will usually result in a 30-90 day license suspension for single, inadvertent, first-time operation within a restricted or prohibited area and a license revocation for a deliberate violation.

  - New initiatives by the FAA include posting graphic displays of restricted areas on the Internet and meeting with pilot organizations to enlist their assistance in increasing pilot awareness of the restrictions. They intend to continue to work with the Defense Department on better ways to publicize restrictions.

- I provided the Deputy Secretary with talking points for a telephone call to the Deputy Secretary of Transportation. (See attached.) I understand he made the call.

Coordination: NONE

Attachments:
As stated.

SPL ASSISTANT DI RITA	
SR MA GIAMBASTIANI	
MA BUCCI	
EXECSEC WHITMORE	7/19

GENERAL COUNSEL
OF THE DEPARTMENT OF DEFENSE
WASHINGTON

7/3/02

NOTE FOR DEPSEC DEF

· Recommend you call Deputy Secretary of Transportation using attached talking points.

W J Haynes

Talking Points for Telephone call to Deputy Secretary of Transportation
(Michael Jackson (b)(6)

- The threat of aerial attacks in the national capital region is significant.
- DoD has a CAP over the Washington area to engage any attackers.
- We understand there have been a large number of unauthorized intrusions into the restricted airspace since September 11.
- We hear that these intruders have been "innocent" of malicious intent, but even so, this "clutter" is not helpful – and apparently is not decreasing.
- This "clutter" is dangerous for at least three reasons:
    - Each intruder is at risk of being shot down.
    - Each intruder diverts attention from the real bad guys, nullifying the CAP
    - Each intruder drains costly resources
- Because of this, we want to make doubly sure that DoT and FAA are doing everything they can to reduce this clutter, such as:
    - Revoking licenses
    - Imposing substantial financial penalties for violating the restrictions, whatever the reason for the violation
    - Publicizing widely the dangers and the consequences
    - Other?
- Jim Haynes spoke yesterday with your general counsel (Kirk Van Tine) and the chief counsel of the FAA (David Leitch), who are working on the issue.
- I would appreciate your following up closely on this important and urgent matter.

snowflake

July 3, 2002 7:45 AM

TO: Dov Zakheim

CC: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: WorldCom

Please take a look at WorldCom and see the extent to which, if at all, its failure could cause a problem for DoD. Apparently, we use a great deal of their services.

Thanks.

DHR:dh
070302-2

Please respond by 08/02/02

8/2

3/7/02

U19223 02

snowflake

Done

July 4, 2002 12:49 PM

TO: Jim Haynes

FROM: Donald Rumsfeld DR

Larry Di Rita 10/15

SUBJECT: Leaks

Why don't we pull together some of those gurus we have and see if we can figure out a way to stop leaks in the Pentagon and elsewhere in the government that violate national security.

Thanks.

DHR:dh
070402.8

Please respond by 08/02/02

380.015

4 Jul 02

U19224 02

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

GENERAL COUNSEL

October 9, 2002, 5:00 P.M.

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel

SUBJECT: Unauthorized Disclosure of Classified Information (Leaks)

- At your suggestion, I have sought the advice of the "Sages" on the persistent problem of leaks. While all appreciated the extent and seriousness of the problem, not surprisingly, none offered any magic solutions. Only a few had any suggestions. Four did.
    - Their proposals included: increased use of polygraphs, barring from the Pentagon any journalist who publishes classified information, requiring a certification from "top officials" that they did not leak and outreach by you to media editors, publishers and owners.
    - See attached matrix.
- The recent Department of Justice study and report on leaks did not plow any new ground, despite a lengthy and exhaustive effort.
- The problem is clearly one of longstanding and is likely intractable.
- Some measures could be pursued both for their deterrent effect and possible help in identifying the leakers.
    - Increased use of polygraphs predicated either upon consent as a condition of access to TOP SECRET, SCI, or SAR material or upon some level of suspicion.
    - Requirement that those with access to such information regularly execute a sworn attestation that they have not engaged in the unauthorized disclosure of classified information during the relevant period.

COORDINATION: None

Bill Coleman	• Conduct a study of all possible issues. • Require polygraphs as a condition of employment. • Bar from the Pentagon any member of the press who has published classified information. • Require "top people" to certify periodically in writing that they have not leaked classified information. • Impose the same requirement on Congressional staff (and members) as are being imposed on DoD employees. • Consider temporary constitutional amendment to avoid 1st Amendment issues. • Make people realize that leaking is a crime. • Emphasize the seriousness of the media dimension of the problem by having SecDef deliver a speech to media leadership/owners.
Marty Hoffman	• Live with leaks, recognizing that they are a symptom of poor morale, a culture that lacks accountability, and a reflection of the steady erosion of civilian control of the military. • Set a trap by creating alternate versions of a single document. • Be cautious about creating martyrs of, and a constituency supporting, people who oppose DoD because of aggressive rooting out of leakers.
Lloyd Cutler	• Disclaim any intention to prosecute journalists. • Pick an egregious case and vigorously pursue criminally, after SecDef or POTUS fires individual.
Griffin Bell	• Leak only true information. • Discipline those who leak deceptive information.

snowflake

July 4, 2002 12:46 PM

000.5

TO: Steve Cambone

FROM: Donald Rumsfeld DR.

SUBJECT: Counter Terrorism

How do we develop a counter terrorism activity at the Pentagon. Is there such a thing today?

Thanks.

DHR:dh
070402.7

Please respond by 07/19/02

4741.03

U19225 02

snowflake

SAB 9/18

9/18

July 4, 2002 12:45 PM

H13.51

TO: **Pete Aldridge**

FROM: Donald Rumsfeld DR

SUBJECT: Google

Larry Di Rita 9/18

Someone suggested to me that we find out who developed the search engine "Google" for the Internet, and see if he is as smart as he apparently must be. Apparently, his search engine is vastly better than all others.

Please have somebody look into that.

Thanks.

DHR:dh
070402.6

Please respond by 08/02/02

Info attached

Larry Di Rita

470102

U19226 02

91-3

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

INFO MEMO

September 12, 2002, 1700 Hours

FOR: SECRETARY OF DEFENSE

FROM: MR. E. C. ALDRIDGE, JR., UNDERSECRETARY OF DEFENSE, (ACQUISITION, TECHNOLOGY & LOGISTICS) 9/13/02

SUBJECT: Google Search Engine

- The developers are indeed as smart as they appear to be. Google is regarded as one of the most successful search engines on the Internet. It is used daily by DoD staff to search web sites, including DoD web sites. The developers are Larry Page and Sergey Brin (currently co-presidents of Google).

Ron Seyd

- DDR&E has led a group in working with Sergey Brin and Larry Page on Cybersecurity applications through the John Kasich-led Technology Group. DISA is currently testing the Google search engine on the SIPRNET, NSA is applying the Google technologies to its problems, and other groups are exploring the use of Google services and products. Mr. Pete Geren is working closely with AT&L and ASD(C3I) on this issue.

SIPRNET is the classified network we use Dick

- Google is optimized for searching Internet sites and ranks the "hit" based, in part, on the site "popularity" with other Internet users. It does not perform well in the typical Pentagon search of files and web sites, in which the context of the information content is critical but not "popular."

- We recommend continued support for AT&L efforts to interact with and utilize technology companies such as Google.

COORDINATION: DUSD(S&T)

Attachment: SECDEF Snowflake

Prepared By: Dr. Nancy L. Spruill, (b)(6)

snowflake

July 11, 2002 1:09 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Response to Steve Cambone

Let's draft a response to Steve Cambone's letter. I think he probably ought to have something in his files as we move him from where he has been to where he is going.

Thanks.

Attach.
06/28/02 Cambone ltr to SecDef

DHR:dh
071102-17

Please respond by 07/19/02

7/16
SWT - See my draft.
D. Rit
7/16

020USD

SWT.

Dear Steve -
Thank you for your letter, resigning from your policy position. I hope you're a little more effective in your new position at DIA.
~~I have the thought that~~
Most of the really big things we got accomplished in our first year or so were much improved for your involvement.
~~You I cannot~~ Think of ~~a letter~~
Secdef -
There is no better person to serve as Director of DIA at this moment.
~~We~~ can do a letter from you. ~~We~~ Thank you for ~~your~~ doing X.
~~did do~~ did do a memo ~~to~~ the department that announced the change.
D. Rit

SECDEF HAS SEEN
JUL 15 2002

A letter from me

11 Jul 02

U19227 02

11-L-0559/OSD/13146

1520

PRINCIPAL DEPUTY UNDER SECRETARY
OF DEFENSE
2000 DEFENSE PENTAGON
WASHINGTON, DC 20301-2000

-2 AM 10: 50

28 June 200

SECDEF HAS SEEN
JUL 11 2002

POLICY

OSD
WHITE HOUSE SECTION

Dear Mr. Secretary,

I have submitted to the President my resignation as Principal Deputy Undersecretary of Defense for Policy, effective 1 July 2002.

Last year we made a commitment to the President to work hard on the transformation of the Department's strategy, war plans and programs. We have done so.

The Quadrennial Defense Review set out a new defense strategy and force-sizing construct. The Nuclear Posture Review applied that strategy and created a new strategic triad. The Defense Program Reviews for FY 2003 and FY 2004 began the translation of the strategy into programs. The 2002 Contingency Planning Guidance gives direction to our combatant commanders to revise war plans to reflect the new strategy and to generate requirements for capabilities that will transform our forces over time.

The revisions to the Unified Command Plan for FY 2003 begin a process of updating the missions and structure of our combatant commands. Northern Command will provide a regional command responsible for homeland defense. The merger of Space and Strategic Commands will create an organization able to accomplish two objectives. First, it can implement the strategy contained in the Nuclear Posture Review while continuing the reforms begun through the implementation of the Space Commission's recommendations. Second, it could operate the defenses the reorganized Missile Defense Agency is now free to test, develop and deploy.

There are four other efforts near to completion. The plan for the office of homeland defense within OSD has been completed and awaits your signature. The redesign of oversight, direction and control for DOD intelligence is well along and with your attention can be completed quickly. Drafts of the Transformation Planning Guidance and Theater Security Cooperation are being prepared.

I am grateful for the opportunity you have given me to contribute to these accomplishments. Under your leadership the Department will continue to transform. The resulting capabilities-based force will provide a firm foundation for the nation's security in the first decades of the 21st century.

I look forward to assuming my post as Director, Program Analysis and Evaluation.

Very Respectfully,

SPL ASSISTANT DI RITA	
SR MA GIAMBASTIANI	7/8
MA BUCCI	7/8
EXECSEC WHITMORE	7/2

W00795-02

snowflake

July 11, 2002 12:09 PM

TO: ~~Arlene~~ Larry

FROM: Donald Rumsfeld DR

SUBJECT: Birthdays

Please see me about getting the birthdays of the other Cabinet officers, the President, Vice President and various people I ought to recognize—my senior people on the staff, etc.

Thanks.

DHR:dh
071102-6

Please respond by 08/02/02

7/11

SECDEF HAS SEEN
JUL 15 2002

I must see letter first

Sec Def:
We send a birthday letter to each Cabinet official. We can expand to include Senior Staff, etc. I'll give you a list.

Larry Di Rita 7/12

I'll give you a copy of what we send out, too.)

7/16 -
SECDEF -
Attached is a sample of what we send out, and the list of people. I will develop expanded lists (senior staff, etc) for you to review.

Larry Di Rita 7/11

U19228-02

11-L-0559/OSD/13148

7/11/02

Birthday is July 27th

7/16
SecDef - An example of what we have been sending to the Cabinet members.
DiRita

The Honorable Donald L. Evans
Secretary of Commerce
14th and Constitution Avenue, NW
Room 5852
Washington, DC 20230

Dear Don,

Happy birthday!

Hope you are able to get some time to celebrate. Best wishes for many more to come.

Sincerely,

THE PRESIDENT'S CABINET

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snowflake

Done 7/24

July 11, 2002 10:14 AM

TO: VADM Giambastiani

FROM: Donald Rumsfeld DR

SUBJECT: Wildland Fire Support

I just read this note from Tom White on wildland fires.

Why wouldn't I have been asked to sign deployment orders for these activities? We need to get this system rewired.

Thanks.

Attach.
07/01/02 SecArmy memo to SecDef re: Military Support to Wildland Fires

DHR:dh
071102-4

Please respond by 07/26/02

7/11

SecDef -

- This is a vestige of the pre 9-11 authority he had as Director of Military Support. (DOMS)

- It's also one of the reasons we will consider moving DOMS out of Army when we stand up NORTHCOM and have OSD rewired for. [illegible]

11 Jul 02

U19229 02
11-L-0559/OSD/13151

OFFICE OF THE
SECRETARY OF DEFENSE

2002 JUL -1 PM 3:20

SECDEF HAS SEEN

JUL 11 2002

SECRETARY OF THE ARMY
WASHINGTON

INFO MEMO

July 1, 2002, 2:30 p.m.

FOR: SECRETARY OF DEFENSE

FROM: Thomas E. White, Secretary of the Army *Thomas E. White* JUL 1 2002

SUBJECT: Military Support to Wildland Fires - Western Region - Update #4

- As of 1 July 2002, 820 military personnel are supporting firefighting efforts in the United States. Of those, over 700 are National Guard personnel on State Active Duty in five states. The remainder are Modular Airborne Fire Fighting Systems (MAFFS) crews and support personnel.

- The National Interagency Fire Center (NIFC) has requested that the six MAFFS aircraft currently located at Peterson Air Force Base, Colorado relocate to Cheyenne, Wyoming to continue support operations.

- Additionally, NIFC has requested the two remaining MAFFS from the California Air National Guard's 146th Air Wing, be mobilized to support wildland fire suppression efforts in the Eastern Great Basin. These two aircraft and crews will operate from Hill Air Force Base, near Ogden, Utah.

- To date, Department of Defense MAFFS have flown 175 missions, and dropped a cumulative total of over 450,000 gallons of fire retardant in support of firefighting operations in Colorado and South Dakota.

COORDINATION: NONE

Prepared By: Kathryn A. Condon, (b)(6)

CF:
Chairman, Joint Chiefs of Staff
Principal Deputy Under Secretary of Defense (Policy)

SPL ASSISTANT DI RITA	7/8
SR MA GIAMBASTIANI	7/8
MA BUCCI	
EXECSEC WHITMORE	

U10659 /02

Printed on Recycled Paper

snowflake

July 11, 2002 10:11 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Verga Memo

Here is this Pete Verga memo. I don't know what "NG" means. Please tell him to put it in English.

Thanks.

Attach.
07/03/02 Verga memo to SecDef re: Interim Support to Border Security

DHR:dh
071102-3

Please respond by 07/26/02

Sec. Def.

Sorry NG = National Guard.

11 Jul 02

U19230 02

SECDEF HAS SEEN

JUL 11 2002

INFORMATION MEMO

July 3, 2002

FOR: Secretary of Defense
Deputy Secretary of Defense
Secretary of the Army

FROM: Peter F. Verga, Special Assistant for Homeland Security

SUBJECT: Interim Support to Border Security

- 824 personnel supporting INS, 734 personnel supporting Customs, 83 personnel and 6 helicopters supporting Border Patrol commenced 4 March 2002

- NG support to Customs terminated on the Southern Border effective 1 June 2002.

- 316 soldiers located at remote ports of entry on the Northern Border were armed with 9mm pistols on 28 June 2002 for the purposes of self defense and defense of others only. Of the 316 individuals, 202 are supporting the US Customs Service and 114 are supporting the INS. Soldiers were trained on the Customs and INS Use of Force Rules.

- Unlike Customs, INS does not have the authority to arm the DoD personnel. The US Marshal Service deputized the 114 soldiers supporting INS so they can carry a weapon while on duty for self defense or defense of others.

- Due to a shortage of funds, INS will request that NG support on the Southern Border be phased out in two increments on 25 July and 15 August (~ 250 soldiers per increment). INS indicates the formal request for reduced support will come to DoD today.

- The first increment of soldiers will begin departing the border on or about 12 July.

- Support to INS, Customs, and the Border Patrol will be completed on 30 August 2002.

Prepared by: LTC Douglas Curell (b)(6)

CC: USD (P)
Dir, PA&E
Mr. DiRita
Mr. Durnan

snowflake

July 12, 2002 10:52 AM

TO: Dov Zakheim

FROM: Donald Rumsfeld DR

SUBJECT: Shifting Jobs to Civilians

Please take a look at this note from Newt Gingrich. Should we do this? If so, please draft a memo from me to whoever it ought to go to in order to get it started.

Thanks.

Attach.
07/10/02 Gingrich e-mail to SecDef re: Shifting Jobs to Civilians

DHR:dh
071202-3

Please respond by 08/09/02

7/19

SecDef -
① Zakheim response.
② I have asked David Chu for his assessment, to.

D. Rte

7/19

OFFICE OF THE SECRETARY OF DEFENSE

SPECIAL ASSISTANT

USD(P&R)

July 12, 2002 10:52 AM

MEMORANDUM FOR:

David –

Please provide SecDef an update of what you are doing in this area, as referenced by Dov. Thanks.

Larry DiRita

Larry DiRita
7/19

Should we do this? If so,
o go to in order to get it started.

ivilians

7/19

SecDef –

① Zakheim response.

② I have asked David Chu for his assessment, to.

DiRita

7/19

071202-3

To: Dr. Chu & SecDef 7/19

U19231 02
11-L-0559/OSD/13156

02Jul071

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

COMPTROLLER

INFO MEMO

July 17, 2002, 6:30 PM

FOR: SECRETARY OF DEFENSE

FROM: Dov S. Zakheim

SUBJECT: Shifting Jobs to Civilians

- This is a follow-up to your recent note regarding an observation forwarded to you by Mr. Newt Gingrich about the potential for civilianizing military positions for Adjutant General and Finance and to determine "should we do this?" (Tab A).

- The Services have been civilianizing military positions (including positions for Adjutant General and Finance) for more than a decade and continue to do so.

- The USD (P&R) recently established a working group to look at areas where military billets could be converted either to civilian billets or contracted out. This group will be reviewing military manpower in a number of functions to include Finance and Adjutant General (e.g., personnel and administrative management) functions. In addition, the Defense Finance and Accounting Service (DFAS) is reviewing its personnel to accelerate civilianization (or elimination) of military positions. The DFAS is coordinating with the Services to come up with a workable plan that can go quickly into effect.

COORDINATION: Tab B.

Attachments:
As stated

Prepared By: John Evans, (b)(6)

From Newt Gingrich

(b)(6) CIV, OSD

copy given to Wolfowitz

From: Thirdwave2@aol.com

Sent: Wednesday, July 10, 2002 7:28 AM

To: ken.krieg@osd.pentagon.mil; (b)(6) pentagon.mil; Ed.Giambastiani@osd.pentagon.mil; Larry.DiRita@osd.pentagon.mil

Cc: zakheimd@osd.pentagon.mil; Herbits1@aol.com; jaymie.duman@osd.pentagon.mil; AJYOUNG@US.pwcglobal.com

Subject: shifting jobs to civilians

SECDEF HAS SEEN

JUL 11 2002

for secdef. depsecdef
from newt 7/09/02
someone sent me the following observation

"my friends in the British Army were suprised that we had not already civilianized both AG and finance as they have. We do not need people in uniform doing this stuff."

it might be worth setting up two small cells or consulting conrtracts to look at shifting those jobs out of uniform and freeing up the uniform slots for combat related jobs.

Ed - What is AG?

ADJUTANT GENERAL (administrative and personnel management)

W/R
Ed

snowflake

July 12, 2002 5:34 PM

350.09

TO: Pete Teets

CC: Larry Di Rita
Col. Bucci

FROM: Donald Rumsfeld DR

SUBJECT: FIA

You have had a chance to take a look at FIA since you arrived, and I understand you have a team of people that has been working with the DCI's people to evaluate, analyze and consider FIA.

It strikes me that it is pretty close to time for you to set up an appointment with me to give me chapter and verse as to where you think we are, what you think needs to be done, and what, if anything, other elements of the Department or the interagency need to do to get us from where we are to where you think we want to be.

I would like to have Pete Aldridge, Jim Roche, John Stenbit, Steve Cambone and Gen. Myers or Gen. Pace, or both, in the meeting.

You might want to think about having someone from CIA sit in on the meeting—George Tenet, John McLaughlin or Joan Dempsey.

Thanks.

DHR:dh
071202-16

Please respond by 08/02/02

121702

U19232 02

11-L-0559/OSD/13159

snowflake
1/5
1000

July 12, 2002 11:00 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: TRICARE

Please get Dr. Winkenwerder to sit down with Dr. Baxter and talk about how TRICARE really works as a practical matter. Then have Winkenwerder see me about it.

Thanks.

DHR:dh
071202-5

Please respond by 08/09/02

7/15

Done 7/17

→ Copy to Dr Winkenwerder
ASD / Health Affairs

Larry Di Rita
7/16

7/20

→ SECDEF –
Winkenwerder met with Baxter and we will get Winkenwerder in to see you.
D. Rita

11-L-0559/OSD/13160 02

Larry Di Rita 7/22

7/17 1400 **Snowflake**

7/16/02

12:48 PM

TO: Torie Clarke

FROM: Donald Rumsfeld DR

DATE: July 13, 2002

SUBJECT:

Sir: Read this at Public Affairs' morning staff meeting. Very well received by all, especially Marc.

I just read the draft testimony for the Senate Foreign Relations Committee which came off the Russia speech. It is excellent!

I would like to know all of those who were involved in it, and I certainly want to express appreciation, through you, to each one of them. This is a fine piece of work!

Thanks.

Russia

Dan helped a lot. Billington a little.

T. C.

DHR/azn
071302.06

Please respond by: 7/19/02

Sec Def -
Fay R really helped Marc on this.
Jim Billington, too.
D. Rita

13 Jul 02

Larry Di Rita
7/18

U19234 02

snowflake

3:32 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld

DATE: July 13, 2002

SUBJECT: **POAC**

Someone ought to look at the economics of the POAC. When they move the facility, they may want to rearrange who is allowed to go there, and what the different fees are.

The fees ought to be different for people who are active duty as opposed to retired. Retired ought to pay more, in my view. I want to know what the economics are.

Thanks.

DHR/azn
071302.09

Please respond by: 7/30/02

13 Jul 02

U19235 02

7/16 08:

Snowflake

12:45 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

DATE: July 13, 2002

SUBJECT:

I am going to need a murder board to go over Q&As on the Senate Foreign Relations Committee testimony. Make sure we schedule an hour, an hour and fifteen minutes or something to do that.

We might want to think of running this testimony by the NSC and the Department of State just so they are aware of what we are going to do up there. I ~~think it is~~ excellent.

Thanks.

7/16 Settle - Done

DHR/azn
071302.05

Please respond by: _____

Original back to Thussen for edits

U19236 02

~~11-L-0559/OSD/13163~~

7/12/02 1:04 PM Thiessen

DRAFT

TESTIMONY OF U.S. SECRETARY OF DEFENSE

DONALD H. RUMFELD

BEFORE THE SENATE FOREIGN RELATIONS COMMITTEE

ON RATIFICATION OF THE MOSCOW TREATY

JULY 17, 2002

Mr. Chairman, Members of the Committee.

When President Bush took office last year, he made clear his determination to transform the Russian-American relationship—to put the hostility and distrust built up over so many decades behind us, and set our two nations on a course toward greater ~~friendship and~~ cooperation.

Some ~~The~~ naysayers insisted it could not be done. They looked at his agenda—his promise to withdraw from the ABM Treaty; his commitment to build defenses to protect the U.S., its friends and allies from ballistic missile attack; his determination to strengthen the NATO Alliance by making new allies of old adversaries—and predicted that the U.S. and Russia were headed on a collision course.

Commentators issued dire warnings of an impending "deep chill" in U.S.-Russian relations that would make it impossible to negotiate further nuclear reductions with Russia. More than one foreign official predicted that the President's approach would "re-launch the arms race." *The Washington Post* cautioned that the President's strategy risked "making the world less rather than more secure, and... increasing rather than assuaging tension among the United States, its allies and potential adversaries such as Russia." The *New York Times* warned his approach "may alienate the Kremlin and give rise to a dangerous new arms race with Russia..."

11-L-0559/OSD/13164

DRAFT

What a difference a year makes.

~~Of course,~~ None of these dire predictions came to pass. To the contrary, the U.S.-Russian relationship is stronger today than perhaps at any time in the history of our two nations.

Far from a clash over NATO expansion, we have cemented a new NATO-Russia relationship that will permit increasing cooperation between Russia and the members of the Atlantic Alliance.

Far from causing a "deep chill" in relations, the U.S. withdrawal from the ABM Treaty was greeted in Russia with a yawn — indeed, President Putin declared the decision "does not pose a threat" to Russia.

Far from launching a new arms race, the U.S. and Russia have both decided to ~~enact~~ move toward historic reductions in their deployed offensive nuclear arsenals—reductions to be codified in the Moscow Treaty now before the Senate. Indeed, President Putin chose to announce the Russian ~~these~~ reductions on the ~~very~~ same day President Bush announced the U.S. intention to withdraw from the ABM Treaty.

In little over a year, President Bush has defied the critics and set in motion a fundamental transformation in U.S.-Russian relationship—one that ~~will~~ is destined to benefit the people of both our nations, and indeed the entire world.

And, ~~Let~~ the record shows that it is a transformation that began long before the tragic events of September 11th.

DRAFT

President Bush laid out his vision for a new relationship in a speech at the National Defense University on May 1st of last year. When he met President Putin for the first time a month later in Slovenia, instead of the predicted fireworks, the two presidents emerged from their discussions expressing confidence that our countries ~~had~~ could put past animosities behind them.

Not only had the meeting far exceeded his expectations, President Putin declared, but he believed that "Russia and the United States are not enemies, do not threaten each other, and could be fully good allies." President Bush announced they had both agreed that the time had come "to move beyond suspicion and towards straight talk; beyond mutually assured destruction and toward mutually earned respect... to address the world as it is, not as it used to be."

And over the course of the past year, they put those words into action. In the last twelve months, the Presidents of the United States and Russia had more interaction, and forged more areas of cooperation, across a broader range of political, economic and security issues, than at any time in the history of our two nations.

Today, the United States and Russia are working together to develop new avenues of trade and economic cooperation. We are working together to fight terrorism, and deal with the new and emerging threats we will both face in this dangerous new century. And we are working together to reduce the number of deployed offensive nuclear weapons—weapons that are a legacy of the past ~~animosities~~, and which are no longer needed at a time when Russia and the U.S. are basing our relations on ~~bonds of~~ friendship and cooperation, not fear of mutual annihilation.

These are historic changes—changes of a breadth and scale that few imagined, and many openly doubted, could be achieved in so short a period time.

Of course there is still a great deal of work ahead ~~ears~~—and ~~many~~ challenges to overcome. Our success is by no means assured. But we have an opportunity today to build a new relationship for our peoples—a relationship that can contribute to ~~lasting~~ peace, stability, and prosperity for generations of Russians and Americans. It is ours to grasp—or to let slip away. But let there be no doubt—it will require a change in our thinking—in the bureaucracy, the Congress, the press and in academic institutions. We have decades of momentum in another direction. We need to realize our third and ~~old~~ approach

In both our countries, there are those still struggling with the transition. Tolstoy once said, "everyone thinks of changing the world, but no one thinks of changing himself." There is a reason for that. Change is not easy—none of us wakes up in the morning wanting to change. Habits built up over many decades become ingrained, and are hard to break.

Here in the U.S., there are some who would have preferred to see us continue the adversarial arms control negotiations of the Soviet era—where teams of lawyers drafted hundreds of pages of treaty text, and each side worked to gain the upper hand, while focusing on ways to preserve a balance of nuclear terror. This is an approach that President Bush rejected, insisting instead that we deal with Russia as we deal with all normal countries—in a spirit of friendship, trust and cooperation.

Similarly, in Russia today there are those who are stuck in the past—who look warily at American offers of greater friendship and cooperation, preferring to keep us at arms length, while continuing to associate with the allies of the former Soviet Union—regimes characterized by political, religious and economic repression—the world's walking wounded.

And there are others in Russia who want to see her embrace the future and take her rightful place in Europe—through increased integration with the Western industrialized

democracies, and by embracing political and economic freedom, and the prosperity, high standard of living, domestic peace and thriving culture that are the product of free societies. Sometimes these divergent impulses can be found in the same people.

Both of our nations have a choice to make—a choice between the past and the future. Neither of us can make that choice for the other. But each of us has an interest in the choice the other makes.

The question for us is: what can we, who choose the future, do to support each other?

For those of us in the business of national defense, our task is an important one: to clear away the debris of past hostility that has been blocking our path into the 21st century.

Russia and the United States entered this new century saddled with two legacies of the Cold War: the adversarial relationship to which we had both grown accustomed, and the physical manifestation of that adversarial relationship—the massive arsenals of weapons we built up to destroy each other.

In the past year, we have made much progress in dealing with both.

Last November, at the Crawford Summit, President Bush announced his intention to reduce the United States' operationally deployed strategic nuclear warheads by some two-thirds—to between 1,700 and 2,200 weapons. Soon after, President Putin made a similar commitment.

These reductions are a reflection of our new relationship. When President Reagan spoke to the students at Moscow State University in 1988, he told them, "nations do not distrust each other because they are armed; they are armed because they distrust each other." Clearly, we do not distrust each other the way the U.S. and Soviet Union once did.

But what is remarkable is not simply the fact of these planned reductions, but how they have happened. After a careful review, President Bush simply announced his intention to cut our stocks of operationally-deployed nuclear warheads. President Putin did the same. When they met in Moscow, they recorded these unilaterally announced changes in a treaty that will survive their two presidencies—the Moscow Treaty which the Senate will now consider.

But it is significant that while we consulted closely, and engaged in a process that has been open and transparent, we did *not* engage in lengthy, adversarial negotiations in which the U.S. kept thousands of weapons it did not need as a bargaining chip, and Russia did the same. We did not establish standing negotiating teams in Geneva, with armies of arms control aficionados ready to do battle over every colon and comma.

If we had done so, we would still be negotiating today. Instead, we are moving directly toward dramatic reductions in the ready nuclear weapons of our two countries—and clearing the way for a new relationship between our countries based on increasing trust and friendship.

If you want an illustration of how far we have come in that regard, consider:

[HOLD UP START TREATY] This is the START I Treaty, signed in 1991 by the first President Bush and Soviet President Mikhail Gorbachev. It is 700 pages long, and took 9 years to negotiate.

[HOLD UP MOSCOW TREATY]. This is the Moscow Treaty, concluded this summer by President Bush and President Putin. It is three pages long, and took 6 months to negotiate.

This is how much we trusted each other in 1991. [HOLD UP START TREATY].

This is how much we trust each other today [HOLD UP MOSCOW TREATY].

And, Mr. Chairman, we are working toward the day when the relationship between our two countries is such that *no* arms control treaties will be necessary.

That is how normal countries deal with each other. The United States, ~~France~~ and Britain all have nuclear weapons—yet we do not spend hundreds of hours negotiating the fine details of mutual reductions in our offensive systems. We do not feel the need to preserve a balance of terror between us.

We want the same for our relationship with Russia.

There are those who do not see the difference in the size of these treaties as a sign of progress. To the contrary, they would have preferred a voluminous, legalistic arms control agreement, with hundreds of pages of carefully crafted provisions and intrusive verification measures.

11-L-0559/OSD/13170

These critics operate from a flawed premise: that, absent such an agreement, our two countries would both try to break out of the constraints of this treaty and *increase* our deployed nuclear forces. Nothing could be further from the truth.

During the Cold War, the stated rationale for arms *control* was to constrain an arms *race*. But the idea of an arms race between the United States and Russia today is ludicrous. The relationship between our two countries today is such that U.S. determined—unilaterally—that deep *reductions* in our deployed nuclear forces are in the U.S. interest.

We would have made these cuts regardless of what Russia did with its arsenal. We are making them not because we signed a treaty in Moscow, but because the fundamental transformation in our relationship with Russia means we do not need so many deployed weapons. Russia has made a similar calculation. The agreement we reached in Moscow is the result of those determinations—not the cause of them.

That is also why we saw no need for including detailed verification measures in the treaty. First, there simply isn't any way on earth to verify what Russia is doing with those weapons. Second, we don't need to. Neither side has an interest in evading the terms of the treaty, since it simply codifies unilaterally announced reductions—and give both sides broad flexibility in implementing them. Third, we saw absolutely no benefit in creating a new forum for bitter debates over compliance and enforcement. Today, the last place in the world where U.S. and Russian officials still sit across a table arguing with each other is in Geneva. Our goal is to move beyond that kind of Cold War animosity—not to find new ways to extend it into the 21st century.

Similarly flawed is the complaint that, because the Moscow Treaty does not contain a requirement to destroy warheads removed from missiles or bombers, the cuts are

reversible and therefore not "real." Put aside for a moment the fact that no previous arms control treaty—not SALT, START or INF—has required the destruction of warheads. This charge is again based on a flawed premise—that irreversible reductions in nuclear weapons are possible. In point of fact, there is no such thing as an irreversible reduction in nuclear weapons. The knowledge of how to build nuclear weapons exists—and there is no possibility that knowledge will be lost. Every reduction is reversible, given enough time and money.

Indeed, when it comes to building nuclear weapons, Russia has a distinct advantage over the U.S. Today, Russia can and does produce both nuclear weapons and strategic nuclear delivery vehicles—they have warm production lines. The U.S. does not produce either ICBMs or nuclear warheads. It has been a decade since we produced a new nuclear weapon—and it would likely take us the better part of a decade to begin producing them again. In the time it would take us to re-deploy decommissioned nuclear warheads, Russia could easily produce a larger number of new ones.

But the question is: why on earth would we want to do so? Barring some unforeseen and dramatic change in the global security environment—like the sudden emergence of a hostile peer competitor on par with the old Soviet Union—there is no reason why we would re-deploy the warheads we are reducing.

The reason to keep, rather than destroy, some of those decommissioned warheads is to have them available in the event of a problem with safety and reliability of our arsenal. Since we do not have a warm production line, it would be simply mindless for us to destroy all those warheads, and then not have them for back up in the event we run into safety and reliability problems—or a sudden, unexpected change in the

global security environment. Russia, by contrast, has no need to maintain a large reserve of warheads, since it has an active production capability.

Mr. Chairman, if we had pursued the path of traditional arms control, as some suggested, we would not be proceeding with the reductions outlined in the treaty before you. Rather, we would still be at the negotiating table, arguing over how to reconcile these and other asymmetries between Russia and the United States.

- We would have had to balance Russia's active production capacity against the United States' lack of one.
- Russia might have insisted that any agreement take into account the size of the U.S. economy and our ability to mobilize resources quickly to develop new production facilities.
- We might have argued that Russia's proximity to rogue nations allows them to deter these regimes with tactical systems, whereas, because they are many thousands of miles away from us, the United States' distance from them requires more intercontinental delivery systems than Russia needs.
- This could have resulted in a mind-numbing debate over how many non-strategic systems should equal an intercontinental system, or opened the door to a discussion of whether an agreement should include *all* nuclear warheads—including tactical warheads.
- Russian negotiators might have countered that the U.S. advantage in advanced, high-tech conventional weapons must be taken into account.

And so on and so forth, *ad infinitum*.

But the point is this: We don't need to "reconcile" all these asymmetries—because neither Russia nor the U.S. has an interest in taking advantage of the other by increasing its respective deployed nuclear forces.

The approach we have taken is to treat Russia not as an adversary, but as a friendly power. In so doing, we have been able to preserve the benefits attributed to arms control—the dialogue, consultations, lower force levels, predictability, stability, and transparency. But we have done so without all the drawbacks: the protracted negotiations; the withholding of bargaining chips; the legalistic and adversarial process that, more often than not, becomes a source of bitterness between the participants; and the extended, embittered debates over compliance and enforcement of agreements.

The U.S. and Russia are moving beyond all that. We are working to put that kind of acrimony and hostility behind us—and the adversarial process that was both a cause and effect of that hostility.

Because Russia and the United States are no longer adversaries, our interests have changed. As enemies, we had an interest in each other's failure; as friends we have an interest in each other's success. As enemies we had an interest in keeping each other off balance; as friends we have an interest in promoting stability.

When Russia and the U.S. were adversaries, our principal focus was trying to maintain and freeze into place the balance of nuclear terror. With the recently completed Nuclear Posture Review, the United States has declared that we are not interested in preserving a balance of terror with Russia. Today, the threats we both face are no long from each other—they come from new sources. And as our adversaries change, our deterrence calculus must change as well.

That is why we are working to transform our nuclear posture from one aimed at deterring a Soviet Union that no longer exists, to one designed to deter new adversaries—adversaries who may not be discouraged from attacking us by the threat of U.S. nuclear retaliation, just as the terrorists who struck us on September 11th were not deterred by the United States' massive nuclear arsenal.

With the Nuclear Posture Review, President Bush is taking a new approach to strategic deterrence—one that combines deep reductions in offensive nuclear forces, with new conventional offensive and defensive systems more appropriate for deterring the potential adversaries we face.

Taken together, this "New Triad" of offensive nuclear forces, advanced conventional capabilities, and a range of new defenses (ballistic missile defense, cruise missile defense, space defense, cyber defense) supported by a revitalized defense infrastructure, are all part of a new approach to deterrence and defense—an approach designed to increase our security, while reducing our reliance on nuclear weapons.

Some may ask why, in the post-Cold War world, we need to maintain as many as 1,700-2,200 operationally-deployed warheads, and why there is no reduction schedule in the treaty? The answer, quite simply, is flexibility. Our approach in the Nuclear Posture Review was to recognize that we are entering a period of surprise and uncertainty, when the sudden emergence of unexpected threats will be increasingly common feature of our security environment. We were surprised on September 11th—and let there be no doubt, we will be surprised again.

Our intelligence has repeatedly underestimated the capabilities of different countries of concern to us. We have historically have had gaps in our knowledge of 2, 6, 8, and in

one case 13 years. Indeed, the only surprise is that we are still surprised. This is problem is more acute in an age when the spread of weapons of mass destruction into the hands of terrorist states—and potentially terrorist networks—means that our margin of error is significantly less than it has been. The cost of a mistake could be not thousands, but tens of thousands or hundreds of thousands of lives.

Because of that smaller margin for error, and the uncertainty of the future security environment, the U.S. will need flexibility. Through the Nuclear Posture Review, we determined the force levels and the flexibility we will need to deal with that new world—and then negotiated a treaty that allows both deep reduction in offensive weapons and the flexibility to respond to sudden changes in the strategic environment. It was a marriage of sound defense policy with sound arms control policy.

We are working to develop the right mix of offensive and defensive capabilities. If we do so, we believe the result will be that nations are less likely to acquire or use nuclear weapons—and the U.S. won't have to use them either.

None of these changes is in any way a threat to Russia. Far from it, this new approach to deterrence will help us to better contribute to peace and stability, and address the new threats and challenges the United States and Russia will both face in the 21st century.

In many ways, Russia now faces the most benign security environment it has enjoyed in more than 700 years. From the 13th century up till the dawn of the 16th century, Russia was subjected to Mongol rule; in the 17th century she was invaded by Poland; in the 18th century by Sweden; in the 19th century by France; and in the 20th century

by Germany. Today, for the first time in modern history, Russia is not faced with a foreign invader with its eye set on Moscow.

In the 21st century, Russia and the United States both face new and different security challenges—the threats of terrorism and Islamic fundamentalism and the spread of weapons of mass destruction to rogue states. The difference is that these are threats our two nations have in common—threats that we can, and must, face together.

This means that we have entered a period when cooperation between our two countries will be increasingly important to the security and prosperity of both our peoples. We must work together to stop the spread of weapons of mass destruction into the hands of terrorist movements and terrorist states. We must work together to support Russia's economic transformation and deeper integration into the Euro-Atlantic community—because a prosperous Russia will not face the same pressures to sell rogue states the tools of mass destruction. And we must work together to help Russia's transformation into a stable, free-market democracy.

If one were to look down from Mars on Earth, one would see that the world divides pretty neatly into countries that are doing well and countries that are not doing well—and the countries that are doing well are the ones that have free political systems, free economic systems, rule of law, transparency and predictability, and are integrated into the world economy. These are the nations where there is growth and opportunity—and where people want to invest.

If Russia hopes to attract foreign capital, or retain her most gifted citizens, she must provide them with a climate of economic opportunity and political freedom—a climate that is the critical foundation on which prosperity, cultural creativity and national greatness are built.

DRAFT

We in the United States can ~~support~~ encourage Russia—by working together to put the past behind us, establish bonds of friendship between our peoples. But, in the end, the choice, and the struggle, belong to the Russian people.

This treaty is by no means the foundation of that new relationship. It is just one element of a growing, multifaceted relationship between our two countries that involves not just security, but also increasing political, economic, diplomatic, cultural and other forms of cooperation.

These reductions in the nuclear arsenals of our two countries are an important step in that process. The reductions in the Moscow Treaty will help eliminate the debris of past hostility that has been blocking our way as we build a new relationship. The Treaty President Bush has ~~we have~~ fashioned—and the process by which he ~~we~~ have fashioned it—are a model for future cooperation between our two countries. We have achieved deep reductions, and enhanced the security of both our countries, without perpetuating a Cold War ways of thinking that hinder our desire for better relations.

I urge the Senate to approve this treaty.

##

snowflake

July 15, 2002 8:00 AM

TO: Larry Di Rita

CC: Torie Clarke

FROM: Donald Rumsfeld DR

SUBJECT: Video

There was a video shown in the EU that has caused quite a stir. I need to see it.

Thanks.

DHR:dh
071502-3

Please respond by 07/26/02

ASD

Look
Keep going
on this

Larry Di Rita
7/20

15 Jul 02

U19237 02

7/25 1430

VIA VADM G

TO: SECDEF

FROM: Torie Clarke

DATE: July 24, 2

OFFICE OF THE SECRETARY OF DEFENSE
THE SPECIAL ASSISTANT

SUBJECT: Video

1. On 12 June 2002 ADM G — I wonder why the IC couldnt come up with this?! ;) invited select media to a private screenir ng created a tabloid buzz in Europe and so n.

2. We have approac es, to no avail. The bottom line is tha are not inclined to release any part o the producer to keep the video private BC is planning to incorporate the vi r.

3. As a fallback, we e the video. After some reluctance, on or ; erican Embassy, Berlin were allowed to v content was sensational and su

4. I have included th for your review, but the salient points a

   - PDS funding to the producer which the PDS later denies.
   - Footage of the John Walker Lindh interrogation.
   - Interviews of unidentified Afghan soldiers.
   - Alleged mistreatment of Taliban prisoners during transport.
   - Sand dune mounds and bone pieces which are explained as "mass graves and skeletons."
   - The video is more akin to a political campaign product than solid evidence of U.S. military atrocities.

5. We continue to work with the State Department to exhaust all other leads to get the video prior to any subsequent release.

Attachments:
Tab A - Embassy Cable
Tab B - Original Snowflake

7/25 1430

VIA VADM G

TO: SECDEF

FROM: Torie Clarke

DATE: July 24, 2002

SUBJECT: Video

1. On 12 June 2002 the Party of Democratic Socialism (PDS) invited select media to a private screening of "Massacre At Mazar." The screening created a tabloid buzz in Europe and some foreign media reported on the reaction.

2. We have approached this from a number of different angles, to no avail. The bottom line is that the video belongs to the PDS, and they are not inclined to release any part of it because they have an agreement with the producer to keep the video private until it is sold to the BBC. We are told BBC is planning to incorporate the video into a documentary later this summer.

3. As a fallback, we asked if our Embassy personnel could see the video. After some reluctance, on or about 11 July 2002, officers from the American Embassy, Berlin were allowed to view the tape. The officials concluded the content was sensational and suspect.

4. I have included the Embassy cable that discusses the video for your review, but the salient points are:

   - PDS funding to the producer which the PDS later denies.
   - Footage of the John Walker Lindh interrogation.
   - Interviews of unidentified Afghan soldiers.
   - Alleged mistreatment of Taliban prisoners during transport.
   - Sand dune mounds and bone pieces which are explained as "mass graves and skeletons."
   - The video is more akin to a political campaign product than solid evidence of U.S. military atrocities.

5. We continue to work with the State Department to exhaust all other leads to get the video prior to any subsequent release.

Attachments:
Tab A - Embassy Cable
Tab B - Original Snowflake

snowflake

July 15, 2002 8:00 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Correspondence

I would like to know how many letters we get per week or month, and I would like to know if we categorize them as "pro" or "con."

I would like to see a selection every week, a file of six to ten of them, so I have a feel of what is coming in, the positive and the negative.

Thanks.

DHR:dh
071502-4

Please respond by 07/26/02

7/15

7/29

Exec Sec -
Let's discuss.
D Rita

Sec Def -
(1) Some samples attached
(2) We do not categorize
Most are positive or neutral, simply raising a point for consideration.
(3) We receive about 1000 letters per month addressed to you.
(4) We will fashion a regular report, and provide samples.
D Rita

Larry DiRita
7/16

U19239 02

11-L-0559/OSD/13182

snowflake

Done

July 15, 2002 9:16 AM

TO: Torie Clarke

FROM: Donald Rumsfeld D

SUBJECT: Pentagon Tours

Please tell me when the first public tour of the Pentagon was made, the exact date, if you can.

Thanks.

DHR:dh
071502-11

Please respond by _____

Response Attached

7/15/02

U19240 02

Larry Di Rita
7/18

TO: SECDEF

FROM: Torie Clarke

DATE: July 17, 2002

SUBJECT: Pentagon Tours

The first official Pentagon tour was May 17, 1976 under Secretary Rumsfeld;

The first post 9/11 "outside" tour was February 6, 2002 for the Presidential Classroom series;

And the first post 9/11 official "inside" tour was February 1, 2002 for Mrs. Rumsfeld and other former SECDEF wives.

snowflake

July 15, 2002 11:58 AM

TO: Doug Feith

CC: Gen. Myers

FROM: Donald Rumsfeld

SUBJECT: Nuclear Weapons

Here is a memo from Chris Williams. Please see that it gets into the hands of the right people.

Please gather a good list of possibilities.

Thanks.

Attach.
07/02/02 Williams memo to SecDef re: Nuclear Weapons Matters

DHR:dh
071502-20

Please respond by 08/09/02

U19241 02

July 2, 2002

SECDEF HAS SEEN

JUL 15 2002

MEMO FOR SECRETARY RUMSFELD

FROM: Chris Williams

SUBJECT: Nuclear Weapons Matters

Sir:

Attached is a copy of a memo I sent recently to NNSA Administrator John Gordon regarding the annual nuclear weapons certification process. I thought you might be interested in my observations and suggestions.

Also on nuclear matters, given John's move over to the White House staff, serious attention needs to be given to identifying an appropriate replacement. In this regard, I recommend you and the President consider Johnnie Foster. As you know, Johnnie is well respected among the nuclear experts, and has a sterling reputation on Capitol Hill. I would hope he could be convinced to come back into Government service, given the important issues at stake.

I hope this note finds you in good health and high spirits. Keep up the great work.

Please do not hesitate to contact me if I may be of service to you or the Department. Best regards.

Attachment

Copy to: USD(AT&L), ASD/ISP
(enclosure only)

Larry Di Rita

June 18, 2002

MEMORANDUM FOR JOHN GORDON

FROM: Chris Williams

SUBJECT: Annual Nuclear Weapons Certification Process and Issues

As a member of your Advisory Committee, I recently attended a meeting of the "Stockpile Assessment Team" at Sandia National Laboratory in New Mexico. As you know, the Team has been charged by Commander, U.S. Strategic Command, Admiral Ellis, with providing technical inputs to the annual nuclear weapons certification process. This memo will not address the detailed (classified) material presented during that meeting; instead, I wish to apprise you of a broader concern I have regarding the annual certification process and provide some recommendations for addressing this concern.

First and foremost, I was deeply impressed by the degree of professionalism that was brought to this important task both by the members of the Stockpile Assessment Team and by the Los Alamos, Livermore, and Sandia lab officials who provided detailed briefings on the current health and status of each warhead in the U.S. enduring nuclear weapons stockpile. There is no question but that this small but dedicated cadre of professionals takes its job very seriously. Furthermore, it was evident that the Bush Administration's renewed interest in and focus on nuclear weapons matters, as evidenced by the publication of the Nuclear Posture Review, has reinvigorated this talented yet insular community with a renewed sense of pride and purpose.

Most of the discussion during the two-day meeting centered around problems the labs have identified with each warhead design, and the plans and timelines for addressing and/or resolving those problems. However, there was also some fairly heated debate over whether or when underground nuclear explosive testing will be needed to maintain a safe, reliable, and effective nuclear stockpile and whether the legacy (or "leftover") nuclear warhead designs currently in the inventory are appropriate for the threats we are likely to face in the post-Cold War era.

In this regard, my impression was that the two opposing sides in this debate are talking past each other. For example, some lab officials apparently would equate a resumption of testing with a "failure" of the stockpile stewardship program, and in turn a potential threat to their budgets. At the same time, advocates of nuclear testing tend to minimize the importance and usefulness of information generated by the stockpile stewardship program, and some view elements of the stewardship program as unnecessary or wasteful.

In fact, both extremes in this debate are probably wrong: In my judgment, we should continue investing significant amounts in the stockpile stewardship program even were the President to decide tomorrow that a resumption of underground nuclear testing

was warranted. And likewise, information generated by nuclear yield-producing tests could provide much needed "ground truth" empirical data to help calibrate the increasingly sophisticated codes, models, and tools that are the heart of the stewardship program. Neither side seems to appreciate that it's not an either-or proposition.

It is for this reason that I believe the annual certification process, as currently configured, is in need of significant overhaul. The current process is devoted to one overly narrow and isolated (albeit important) issue – namely, whether a resumption of underground nuclear weapons testing is needed now to fix an identified problem with a warhead in the stockpile. Instead, I recommend that the annual process be revised and broadened so as to provide the President with more and better information and a wider range of options for ensuring a safe, effective, and reliable nuclear weapons stockpile.

Specifically, I recommend the annual nuclear weapons review process be modified to include the following:

- Discuss the relevance of weapons currently in the stockpile to meeting post-Cold War requirements, and the costs-and-benefits of developing and possibly fielding various new warhead designs. Instead of simply assuming that the designs inherited from the Cold War are "good enough," we should ask ourselves what warhead designs we really need in order to combat terrorism, WMD and missile proliferation, and other threats and then determine whether the potential downsides of new warhead development outweigh any hoped-for benefits;
- Assess the health and viability of the U.S. nuclear weapons complex, including a detailed review of progress to date in the stockpile stewardship program, plans for modernizing and rationalizing the production infrastructure, work on advanced warhead concepts, efforts to reduce the timeline for resuming nuclear weapons tests, and other high priority activities of the NNSA;
- Establish and exercise a process for reviewing requests for a resumption of underground nuclear testing. Regardless of whether one believes testing will be needed to help identify problems in the stockpile, to demonstrate that fixes to flawed weapons really work, or to prove out new designs, it behooves the Administration to have in place a process to consider such scenarios and requests. Waiting to invent a process once a crisis or request is upon you is certainly not optimal;
- Review the status of DOD contingency plans for the possible use of U.S. nuclear weapons in various scenarios. Although this item involves primarily DOD (vice DOE/NNSA) equities, it is important for the President to know how "ready" U.S. military forces really are to conduct nuclear operations and to operate in a WMD environment in various contingencies and scenarios;

and finally

- Discuss the relative costs-and-benefits of resuming underground nuclear testing both on the overall stockpile and on each warhead in the enduring stockpile. Such an assessment should include an appraisal of the value and reliability of information to be generated by new stockpile stewardship tools (such as advanced supercomputers and new diagnostic machines) both with and without empirical

data generated by new nuclear tests, what gaps in our understanding could be addressed by underground nuclear testing, etc. Such an assessment should take into account the full range of military, political, economic, and diplomatic issues that must be addressed in any such deliberations.

I hope this information proves useful to you. I would be pleased to discuss these issues with you privately. Thank you again for the opportunity to serve. Best regards.

11/5
1800

snowflake

July 15, 2002 9:51 AM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Internally Displaced Persons

Here is some material on internally displaced persons and refugees. It is garbage. It is not clear, and it does not have any structure in it. It is not something that can be tracked week-to-week or month-to-month. There is nothing in there we can use to prove that things are calmer in the country, if they are, or to learn if they are calmer.

Please have someone put his head into it and put some order into it.

Thanks.

Attach.
Undated CCJ5 Information Paper re: IDP Movement and Trends between 3 June and 3 July 2002

DHR:dh
071502-18

Please respond by 08/09/02

RESPONSE ATTACHED 11/5/02

J/K

NOV 4 2002

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-2500

USD/P 05 NOV 2002

INFO MEMO

I#-02/010426-HA&APL
EF-2222

SPECIAL OPERATIONS/
LOW-INTENSITY CONFLICT

OCT 30 2002

FOR: SECRETARY OF DEFENSE

FROM: Marshall Billingslea, Principal Deputy Assistant Secretary of Defense for Special Operations and Low Intensity Conflict 10/30/02

SUBJECT: Afghan Refugees and Internally Displaced Persons (IDPs)

- Current numbers:
  - Afghan refugees (people in camps outside Afghanistan) number approximately 1.5 million. The bulk of refugees are in Pakistan and Iran. Approximately 2.0 million refugees have returned home.
  - Afghan IDPs number approximately 700,000. Approximately 630,000 IDPs have returned home.
  - UNHCR has assisted the return of 1.6 million refugees and 230,000 IDPs. The others have returned home on their own.
- Winterization:
  - As winter approaches, there is a concern that inadequate winter shelter will cause a migration to the cities. UNHCR is stockpiling tents, stoves, blankets, plastic sheeting and charcoal to meet emergency needs.
  - UN agencies report progress in pre-positioning food and non-food items in for winter. Some concerns remain regarding the pace of these efforts.
- US Assistance:
  - USAID has provided $138 million in emergency food assistance. State has provided the UN and non-governmental organizations $124.5 million in refugee assistance funds for repatriation of refugees and IDPs.

COORDINATION: None

Prepared by: COL Mark Zanin, Stability Operations, (b)(6)

10-31-02 14:44 IN

I 7/10
from Gen Franks

CCJ5 INFORMATION PAPER

SUBJECT: Internally Displaced Persons (IDPs) Movement and Trends between 3 June to 3 July 2002

SECDEF HAS SEEN
JUL 15 2002

1. **EXECUTIVE SUMMARY.** APPROXIMATELY 170,300 IDPs HAVE LEFT CAMPS DURING THE PERIOD 3 JUN TO 3 JUL 02. AN ESTIMATED 377K IDPs REMAIN IN CAMPS. APPROXIMATELY 210 IDP CAMPS HAVE BEEN VACATED AS OF THE DATE OF THIS REPORT.

2. **DISCUSSION**

a. Returns:

- Estimated 170,300 IDP returns (to areas of origin) took place between 3 Jun to 3 Jul.
  - UNHCR adjusted spontaneous return figures from previous months to show 146,000 additional returns in this past month's data.
  - 24,300 assisted returns reported by International Organization of Migration (IOM).
- Approximately 377,120 IDPs remain in camps in AFG.

b. Significant events over past month:

- IOM temporarily suspended transportation of IDPs for the second time on 27 May due to funding shortfalls, but resumed the week of 17 June 2002 after it received additional funding.

  Impact: *IOM appealed for a total of $74.8M for 2002 but only received approximately $41M. As a result, IOM is now focusing its efforts to provide transportation from IDP camps in western Afghanistan.*

- Approximately 10,500 IDPs from the two IDP camps at Mahkaki and Mile-46 located along the Southwest Iran - AFG border near Zaranj relocated 150KM northeast to a new camp near Delaram just southeast of Farah. The Mahkaki and Mile-46 camps are now closed.

  Impact: *IOM continues to provide support to these IDPs.*

- UNHCR is still working to identify long-term sites in Qandahar Province for up to 50K IDPs currently residing in overcrowded camps at Spin Boldak and Chaman along the Pakistan-Afghanistan border. Unfortunately, UNHCR reported that a recent mission to survey sites in Qandahar was postponed due to safety concerns. Another UNHCR mission is planned to occur next week.

  Impact: *IDPs are living in overcrowded and*

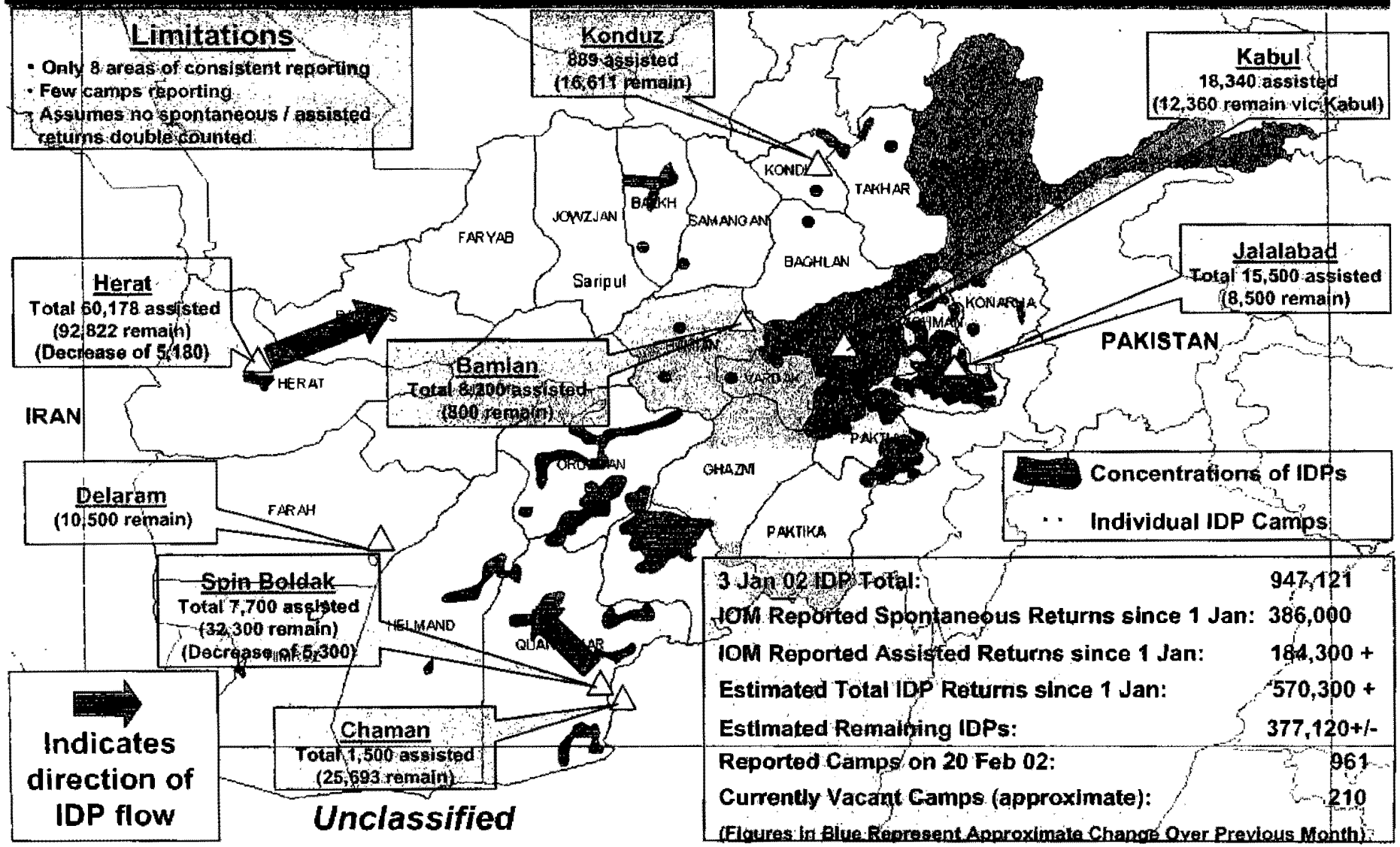
unsanitary conditions; movement into longer-term camp sites would be expected to minimize disease and other negative effects from overcrowded conditions.

APPROVED BY:_____
C. A. D'Angelo
COL, USA
Chief, J5-CMO,

PREPARED BY:_____
M. W. MARTIN
MAJ, USA
CCJ5-CMO, 7-2207
03 July 02

As of 3 JUL

IDP Movement Trends



Unclassified

11/5
1800

snowflake

July 15, 2002 9:51 AM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Internally

OFFICE OF THE SECRETARY OF DEFENSE
THE SPECIAL ASSISTANT

11/14

Here is some material c ...es. It is garbage. It is not clear, and it do ...omething that can be tracked week-to-we ...n there we can use to prove that things are ...arm if they are calmer.

USD(P) -

Doug - Marshall, memo does not answer the mail

Please have someone p ...it.

Thanks.

Attach.
Undated CCJ5 Informatic ...3 June and 3 July 2002

DHR.dh
071502-18

Larry Di Rite

11/15

Please respond by __

RESPONSE ATTACHED 11/5/02

U19242 02

snowflake

July 15, 2002 10:55 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Letter to Andrews

Please draft a nice letter to Andrews thanking him for his service.

Thanks.

DHR:dh
071502-25

Please respond by 07/26/02

7/16
There's one
already
signed
one
D. Rita

OK

U19243 02

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-2500

SPECIAL OPERATIONS/
LOW-INTENSITY CONFLICT

SECDEF HAS SEEN

JUL 15 2002

?

8 July 2002

The Honorable Donald H. Rumsfeld
Secretary of Defense
The Pentagon,
Washington, D.C.

Dear Mr. Secretary,

Effective 31 July 2002, I tender my resignation as Principal Deputy Assistant Secretary of Defense (Special Operations and Low Intensity Conflict).

Thank you for the opportunity to serve my country.

May God bless and keep you.

Sincerely,

Robert Andrews

OFFICE OF THE SECRETARY OF DEFENSE
THE SPECIAL ASSISTANT

7/9 7/9

Secretary -

FYI. Doug Feith is doing a reorganization and trying to energize SO/LIC, too

DiRita

Larry Di Rita
7/12

snowflake

July 15, 2002 11:39 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Phone Call w/Clay Johnson

Please set up a phone appointment for me to talk to Clay Johnson about this card.

Thanks.

Attach.
Note from Ron James

DHR:dh
071502-30

Please respond by 07/19/02

Return Card to me.
Larry

Larry Di Rita
7/16

SQUIRE SANDERS | LEGAL COUNSEL WORLDWIDE

Secretary of Defense
SA0012964

Dear Mr. Secretary,

I was surprised and pleased to learn that Professor Oliver Schroder of CWRU was one of your inspirations. In 1977 when we first arrived in Cleveland, my wife, Pat, was hired to develop and implement the CWRU joint degree program leading to a J.D. degree and a M.A. in social work. Professor Schroder was the one law school faculty member who went out of his way to welcome and assist Pat. He is just one great guy and obviously continued his good works long after you first met him.

Also wanted to let you know I met with Clay Johnson on the7th of June. Will be in touch. Hope all is well with you and Joyce.

Ron James | (b)(6)

8/20

U19244 02

11-L-0559/OSD/13198

snowflake

July 15, 2002 2:45 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Profits

My instinct is to give any profits from the book as follows: one-third to the National Park Foundation and the other two-thirds divided evenly between: the Special Operations Fund (for the orphans of Special Ops folks), the Army Emergency Relief Society, the Navy & Marine Corps Relief Society and the Air Force Aid Society.

Please show me what that would look like, in terms of percentages.

Thanks.

Attach.
Memo 062702-11 w/response attached

DHR:dh
071502-43

SECDEF HAS SEEN
AUG 20 2002

Please respond by 07/26/02

SECDEF

National Park Foundation: 33%
Army Emergency Relief: 16.5%
Navy/Marine Corps Relief: 16.5%
Air Force Aid: 16.5%
Special Operations Fund: 16.5%
100%

8/26 Settle Done

U19245 02
11-L-0559/OSD/13199

D. Rita 8/20

snowflake

6/27
PTW

June 27, 2002 2:17 PM

TO: Torie Clarke

FROM: Donald Rumsfeld DR

Larry Di Rita
6/27

SUBJECT: Charities

Please see me tomorrow on what charities I should give the proceeds to.

Thanks.

DHR:dh
062702-11

Please respond by 06/28/02

6/27

Sec Def -

I have discussed with Torie and the view is that it should go to already established relief funds. Each service has one; a sheet of those and other related funds is attached.

D. Rita

Larry Di Rita

6/28

The following organization will forward all donations to victims of the September 11th attack:

Armed Services YMCA of the USA
6225 Brandon Avenue, Suite 215, Springfield, VA 22150-2510
Phone: (703) 866-1260
FAX: (703) 866-9215
Toll Free: 1-800-597-1260
WEBSITE: http://www.asymca.org/

The following organizations have established special funds to aid the victims and their families:

-- The Army Emergency Relief Society, Alexandria, VA
Contact: Colonel Greg Mason at (703) 325-0463
Website: http://www.aerhq.org
Name of Fund: The Pentagon Victims Fund

-- The Federal Employee Education & Assistance Fund (FEEA), Littleton, CO
Contact: 1-800-323-4140 or (303) 933-7580
Website: http://www.fcea.org
Name of Fund: The Federal Employee Education & Assistance Fund
Send checks to: FEEA World Trade Center/Pentagon Fund
8441 W. Bowles Avenue, Suite 200, Littleton, CO 80123-9501

-- The Navy & Marine Corps Relief Society, Arlington, VA
Contact: Mr. John Alexander at (703) 696-4904
Internet web site: http://www.nmcrs.org
Name of Fund: The Pentagon Assistance Fund

The following organizations provide assistance to victims from their general funds:

-- The Air Force Aid Society
Suite 202
1745 Jefferson Davis Highway
Arlington, VA 22202
Internet web site: http://www.asaf.org
Contact: (703) 607-3134

-- United Service Organizations (USO)
1008 Eberle Place, SE, Suite 301
Washington Navy Yard, DC 20374-5096
Internet web site: http://www.uso.org
Contact: 1-800876-7496

→ Sep 11th Fund -
→ Nat'l Prayer Foundation
→ Unite 9/11 Thru 3 Service Funds -

snowflake

July 15, 2002 2:12 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Halliburton Contract

Please find out what the Army contract to Halliburton is that has no limit.

Thanks.

DHR:dh
071502-37

Please respond by 07/26/02

General Services
Kosovo/Bosnia

8/20

U19246 02

snowflake

July 15, 2002 12:16 PM

TO: Torie Clarke
Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Speeches and Remarks by the President

Please get me a copy of the President's statement on Iran.

Larry and Torie, please arrange it so that I get these things automatically. I should be getting copies of the President's speeches and remarks on things like that, so I know what he is saying. I never get anything in my office. They are probably coming into the Pentagon, but just not coming to me.

Thanks.

DHR:dh
071502-34

Please respond by 07/19/02

7/19
SecDef - Iran is attached.
Will do better on these.
D.H.

7/19

U19247 02

Washington File

12 July 2002

Bush Urges Iran's Unelected Rulers to Listen to Voices of Their People

(Says Iranians want same freedoms, human rights, opportunities as people everywhere) (498)

President Bush said the Iran's unelected rulers are stifling their people's hopes for increased freedom, human rights and opportunities.

"As we have witnessed over the past few days, the people of Iran want the same freedoms, human rights, and opportunities as people around the world. Their government should listen to their hopes," Bush said it a statement issued by the White House in Washington July 12.

Bush said as Iran's people move towards a future defined by greater freedom, greater tolerance, they will have no better friend than the United States of America.

Following is the text of Bush's statement:

(begin text)

THE WHITE HOUSE
Office of the Press Secretary
July 12, 2002

STATEMENT BY THE PRESIDENT

We have seen throughout history the power of one simple idea: when given a choice, people will choose freedom. As we have witnessed over the past few days, the people of Iran want the same freedoms, human rights, and opportunities as people around the world. Their government should listen to their hopes.

In the last two Iranian presidential elections and in nearly a dozen parliamentary and local elections, the vast majority of the Iranian people voted for political and economic reform. Yet their voices are not being listened to by the unelected people who are the real rulers of Iran. Uncompromising, destructive policies have persisted, and far too little has changed in the daily lives of the Iranian people. Iranian students, journalists and Parliamentarians are still arrested, intimidated, and abused for advocating reform or criticizing the ruling regime. Independent publications are suppressed. And talented students and professionals, faced with the dual specter of too few jobs and too many restrictions on their freedom, continue to seek opportunities abroad rather than help build Iran 's future at home. Meanwhile, members of the ruling regime and their families continue to obstruct reform while reaping unfair benefits.

Iran is an ancient land, home to a proud culture with a rich heritage of learning and progress. The future of Iran will be decided by the

TT-E-0559/OSD/13204

people of Iran. Right now, the Iranian people are struggling with difficult questions about how to build a modern 21st century society that is at once Muslim, prosperous, and free. There is a long history of friendship between the American people and the people of Iran. As Iran's people move towards a future defined by greater freedom, greater tolerance, they will have no better friend than the United States of America.

(end text)

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11-E-0559/OSD/13205

snowflake

July 15, 2002 12:10 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Roundtable File—Arkin

Please tickle a note for a week from now to stick in my roundtable file that Arkin has an Air War College adjunct professorship, which needs to be looked at. If he is going to release classified information, he probably shouldn't have that.

Thanks.

DHR:dh
071502-33

Please respond by 07/22/02

U19248 02

snowflake

July 15, 2002 12:08 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Tickles

I put all these tickles in the out box with a date, and they never come back to me. Why don't they come back to me?

I know a lot of them are in my handwriting, and no one can read what they are, so I am the only one who could say what needs to be tickled.

Thanks.

DHR:dh
071502-32

Please respond by 07/19/02

Settle

Done 7/24

U19249 02

snowflake

July 12, 2002 3:37 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld DM

SUBJECT: Tickles

I keep putting tickles with dates in the out box, but I never get tickles back into me on things I have put the dates on.

Are people checking with those people to see that those things were done? What is happening to them?

Thanks.

DHR:dh
071202-13

Please respond by 07/19/02

Delonna
I spoke with him. I told him I work the Tickles. No need to go with this
J

snowflake

July 15, 2002 11:40 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Phone Call w/Pete Aldridge

Please set up a phone appointment for me to talk to Pete Aldridge about Chris Cooper.

Thanks.

Attach.
Memo about Chris Cooper

DHR:dh
071502-31

Please respond by 07/19/02

7/19

Please set this up. Soon. Thx.

LETTY DI RITA
7/19

U19250 02

July 7, 2002 10:53 AM

SUBJECT: Cooper

I want to talk to Pete Aldridge about Chris Cooper, whose father worked at Los Alamos. He said Berkeley is moving fast. It is starting to be on the Internet, and he is concerned about it. It has something to do with the Kachina effect and tapping into energy that exists in space.

DHR:dh
070702.1

Snowflake

9:54 AM

TO: Admiral Giambastiani

FROM: Donald Rumsfeld

DATE: July 16, 2002

SUBJECT:

Glenn Otis was on the "lessons learned" team and did some work on ROEs and submitted a paper. I would like to see the paper. The Chairman has it.

Thanks.

DHR/azn
071602.18

Please respond by: 7/20/02

U19251 02

Snowflake

8:36 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

DATE: July 16, 2002

SUBJECT: **Invitation to David Kimche**

I have sent the attached letter to David Kimche.

When that happens, I want to get Col. Miller up to talk to him about what happened after the Berlin massacre.

Thanks.

DHR/azn
071602.13

Please respond by: _____

I SEAF

7/16/02

U19252 02

THE SECRETARY OF DEFENSE
WASHINGTON

Mr. David Kimche
Israel Council on Foreign Relations
21 Jabotinsky Street
Jerusalem 92142, Israel

Dear David:

Next time you are in the United States, let me know. I would like to have a chance to visit and ask you some questions on a particular matter.

Regards,

Sincerely,

snowflake

11:40 AM

TO: Larry Di Rita
Admiral Giambastiani

FROM: Donald Rumsfeld

DATE: July 16, 2002

SUBJECT:

We are going to have to meet with the President in the second half of August, probably an entire day in Crawford on the following topics:

1. What the fall will look like with respect to the major weapon program decisions.
2. Missile defense.
3. War plans and contingency planning guidance
4. The Taiwan Straits
5. And possibly the compartment.

Thanks.

Done 7/19

DHR/azn
071602.12

Please respond by: _____

U19253 02

snowflake

8:13 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

DATE: July 16, 2002

SUBJECT:

I would like to get the Former Secretaries of Defense, the Space Commission and the Ballistic Missile Threat Commission folks in, plus maybe Rudy De Leone and go through the Way Ahead with them and get their opinions.

Thanks.

DHR/azn
071602.11

Please respond by: 7/25/02

U19254 02

snowflake

July 17, 2002 10:47 AM

TO: VADM Giambastiani
Larry Di Rita
Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Projects

Attached is a paper I would like some action on.

Thanks.

Attach.
07/16/02 "Important Projects" [071602.5]

DHR:dh
071702-5

Please respond by 08/02/02

319.1

17 JUL 02

U19257 02

9:26 AM

MEMORANDUM

July 16, 2002

Important Projects

1. **Meetings.** What meetings do we need? For what purposes? How frequently? What participants?
   Action: Larry provides a proposal.

2. **Reports.** What report should **I** receive? For what purposes? With what frequency? From whom? (i.e.; Metrics, Troop locations, etc.)
   Action: Ed Giambastiani gives me a proposal.

3. **Briefings.** What regular briefing should I receive? For what purposes? What frequency? What participants?
   Action: Ed G. and Larry give me a proposal.

4. **Time Allocation.** How should I allocate my time over the next six months (interagency, troops, communications, travel, etc.)?
   Action: Larry and Torie give me a proposal.

5. **Communications.** What communications do I need to undertake? What purposes? What audiences?
   Action: Torie gives me a proposal.

DHR/azn
071602.5

snowflake

July 17, 2002 9:23 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Testimony

In the future, when we submit testimony, let's submit one copy and let the Congress create the hundred copies. There is no reason we should do that. We ought to e-mail it up to them or put it on a disc and let them have it.

Thanks.

DHR:dh
071702-4

Please respond by 7/19

Copy To: ASD/LA (Done - 7/19)
USD(C)

Done 7/23

7/19

032

17 JUL 02

U19258 02

11-L-0559/OSD/13218

7/19 snowflake
1100

July 18, 2002 9:59 AM

TO: Doug Feith

CC: Paul Wolfowitz
Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Defense Industrial Base

Someone has to do something about this Homeland Security paper that says we are supposed to defend the defense industrial base. Why would that be the case?

Please get some folks working on it. We may want to go for an amendment of that paper.

Thanks.

DHR:dh
071802-2

Please respond by 07/26/02

7/23
Done

18 JUL 02

U19259 02

snowflake

July 19, 2002 9:57 AM

C 8/28

Response Attached

TO: Dov Zakheim

FROM: Donald Rumsfeld DR

SUBJECT: Overpayments

160

What kind of penalties are there for the people who are so sloppy that they are making these $62 million overpayments? Do we ever fire anyone around here?

Thanks.

Attach.
07/15/02 USD(C) memo to SecDef re: Teaming Initiatives [U11268/02]

DHR:dh
071902-29

Please respond by 08/09/02

SPB 8/28

19 JUL 02

U19260 02

02541114 2

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

COMPTROLLER

2002 AUG -8 AM 10: 24

INFO MEMO

August 7, 2002, 5:10 PM

FOR: SECRETARY OF DEFENSE

FROM: Dov. S. Zakheim

Subject: Overpayments

- The majority of the overpayments (80 percent) are due to normal contract administration adjustments and contractor billing errors. The other 20 percent are due to payment office errors.

- Performance related actions have been taken over the last two years at the DFAS Columbus payment office where these overpayments occurred. Some employees were removed or retired to avoid removal (4); some were reassigned to other jobs (5); and others (8) improved their job performance after additional training.

- While employees are being fired, removing employees from government workforce is a time consuming task. It takes months instead of days to remove a poor performer. To do so, a supervisor must first develop a Performance Improvement Plan and then counsel and train the employee in an effort to improve the performance to a satisfactory level. In a streamlined process one could propose the removal of an employee 60 days after the start of the counseling and training. The removal may happen after another 60 days, for a total of 120 days from initiation of the removal process.

~~FOR OFFICIAL USE ONLY~~

U13035-02

11-L-0559/OSD/13221

- DFAS Columbus has provided entitlement, contract input, and recoupment training to the employees performing the relevant functions. As a result, of the training and quality controls that have been implemented, there has been a human error reduction from 17 percent to 9 percent in the past 3 years. It is easier to train and manage internal controls for improved performance than to remove poor performers.

COORDINATION: None.

Prepared by: JoAnn Boutelle, (b)(6)

snowflake

July 19, 2002 9:47 AM

TO: Rich Haver

FROM: Donald Rumsfeld DR

SUBJECT: CIA Findings

I think I ought to review all CIA findings that are still in force. The only ones I am aware of are the ones that have passed since I came onboard. I keep finding there are additional ones that CIA is still functioning under.

Do you want to get into that and give me some sort of a report and briefing?

Thanks.

DHR.dh
071902-24

Please respond by 08/16/02

040 CIA

19 JUL 02

U19261 02

snowflake

July 19, 2002 9:42 AM

TO: VADM Giambastiani

FROM: Donald Rumsfeld DR

SUBJECT: Way Ahead Brief

337

I am going to want to brief the PC on my way ahead presentation at some point, or maybe an NSC, or maybe a private meeting with the President.

Thanks.

DHR:dh
071902-21

Please respond by 08/02/02

7/20

19 JUL 02

U19262 02

7/22
1740

Snowflake

7/22
H22

July 19, 2002 9:33 AM

TO: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Russia

7/23 Larry Di Rita

Please have someone look at my testimony and see if I ever once said that I trusted Russia or the United States trusted Russia. Please mark it and show it to me.

Thanks.

DHR:dh
071902-19

Please respond by 07/26/02

RUSSIA

19 JUL 02

U19263 02

United States Department of Defense

Speech

On the web: http://www.defenselink.mil/speeches/2002/s20020717-secdef1.html
Media contact: (b)(6)
Public contact:

Testimony for the Senate Foreign Relations Committee regarding the Moscow Treaty (Transcript)

Testimony as Delivered by Secretary of Defense Donald H. Rumsfeld, Dirksen Senate Office Building, Washington, D.C., July 17, 2002.

RUMSFELD: Thank you very much, Mr. Chairman, members of the committee. I thank you for this opportunity to discuss the Moscow Treaty with the committee. I understand that the ranking member, Senator Helms, has just returned home from an illness, and certainly we wish him well.

I know that you have spent time with Secretary Powell, and I want to recognize his fine work in support of the president and that of Undersecretary Bolton and Undersecretary of Defense Doug Feith, as well as the chairman of the Joint Chiefs of Staff, Dick Myers, who have all worked closely on these efforts.

I would like to abbreviate my remarks somewhat, the prepared remarks, and have them included in the record. I also want to apologize for the distraction of my hand waving in your face, but the surgeon tells me it shouldn't go below my heart. So I have this Statue of Liberty pose that I've adopted. It is solely for that reason. I'd much prefer...

BIDEN: It's probably uncomfortable, but it's very becoming.

(LAUGHTER)

RUMSFELD: Senator Lugar, there are lots of reasons to pass the '02 supplemental, the one you mentioned, to be sure, but also the fact that we're not able to pay the training for the Afghan national army, we're not able to pay the funds we owe the Pakistanis for their support in fuel and various other things, to say nothing of the needs of the men and women in the armed services for maintenance and overhaul, repairs and spare parts. So we are anxious to have that supplemental passed. When President Bush took office last year he made clear his determination to transform the Russian-American relationship, to put hostility and distrust that has been built up over so many decades behind us and to set our two nations on a course towards greater cooperation.

Some naysayers insisted that it really couldn't be done. They looked at his agenda, his promise to withdraw from the ABM Treaty, his commitment to build defenses, its friends and allies, to protect friends and allies and ourselves from ballistic missile attack, his determination to strengthen the NATO alliance by making new allies of old adversaries. And the prediction was that the U.S. and Russia were really on a collision course.

The past year suggests what a difference a year can make. None of these dire predictions came to pass. To the contrary, the U.S.-Russian relationship is stronger today than perhaps at any time in my adult lifetime. Far from a clash over NATO expansion, the president has cemented a new NATO-Russian relationship that will permit increasing cooperation between Russia and the members of the Atlantic

snowflake

July 19, 2002 9:31 AM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: ICC

Why don't we call the local ambassadors of countries into the Pentagon, one per day, and push forward on the ICC exemption and willingness to not extradite? We could get it going in Washington and in capitals.

Thanks.

DHR:dh
071902-18

Please respond by 08/02/02

U19264 02

snowflake

July 19, 2002 8:59 AM

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: Government Service

200

Let's talk about this article on people not wanting to work for the government.

Thanks.

Attach.
Rumbelow, Helen. "Work for Government? College Students Say No," *Washington Post,* 07/17/02

DHR:dh
071902-12

Please respond by 08/16/02

19 Jul 02

U19265 02

Work for Government? College Students Say No

By Glenn Zorpette
Washington Post Staff Writer

The federal government's reputation as a boring, old-fashioned and unlucky employer is discouraging the new crop of young people from its entry public service in the wake of the Sept. 11 terror attacks, a Washington Post-Kaiser Family Foundation poll suggests.

Just over 40 percent of college students said they are considering a career in government, according to the survey of 2,000 college students and graduates conducted last month by Princeton Survey Research Associates for the [illegible] study. Asked the pollsters [illegible] working practices were the major reasons cited as to why few of them would go on to take a job in the civil service, said pollster Mark [illegible].

[illegible] the poll when 9/11 [illegible] there was a large amount of hype about federal government. Higher than in recent years," Pew said. "But Uncle Sam is perceived as an unwieldy employer, bureaucratic and old-fashioned. Although there's lots of interest, it doesn't translate into students really going after those jobs."

The government should be encouraged by these findings, said Jeffrey Neal, director of human resources for the Defense Logistics Agency. Neal and Linda J. Dillman, former assistant secretary of commerce, commissioned the poll as research for a book they are writing on how government should adopt the best practices of leading companies.

The generation of workers who took up President John F. Kennedy's call to public service in the 1960s and [illegible]

ties

Snowflake

July 19, 2002 7:20 AM

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: Poland

POLAND

How do I connect DIA to the Polish military intelligence people?

Thanks.

DHR:dh
071902-6

Please respond by 08/02/02

19 Jul 02

U19266 02

snowflake

July 20, 2002 1:10 PM

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: Small Pox Vaccinations

Have you folks looked into the possibility of small pox vaccinations for particularly vulnerable people?

Thanks.

DHR:dh
072002-15

Please respond by 09/16/02

7/19

SECDEF -

There is a lot of work going on in this regard. The Homeland Security Council is meeting this week at Deputies level to review options on how to do it. The PC will meet next and it is likely to be the first Homeland Security Council meeting you attend.

D.R.A

U19267 02
11-L-0559/OSD/13231

snowflake

July 20, 2002 1:03 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Meg Falk

You might want to draft a letter from me to this woman in this article. Apparently, she has done quite a bit.

Thanks.

Attach.
Good Housekeeping July 2002, "Women Who've Changed Our Lives"

DHR:dh
072002-13

Please respond by 08/02/02

U19268 02

Women who've changed our lives

They're fighting for breast cancer research, affordable child care, safer streets—even better-fitting bras. Meet the winners of this year's **GH Award for Women in Government.**

★★★ LENDING A HAND—and her heart

$25,000
GRAND PRIZE WINNER
Meg Falk
Department of Defense

MEG FALK, center, director, Office of Family Policy at the Department of Defense, with staff. "After 9/11 they rarely saw their own families, so that they could help others," she says.

September 11, 2001: Meg Falk was sitting in her Pentagon office when she heard the blast. "I think it's a bomb!" she cried to her staffers as the building began to shake. "Get out!" Minutes later, as they made their way through the smoke-filled hallways, Falk added an instruction that is totally characteristic of her compassion: "Call your families!"

Of course, it wasn't a bomb that struck the Department of Defense headquarters on that horrific day. It was American Airlines Flight 77, in a suicide crash that killed 184 people, injured another 141—and left hundreds of relatives desperate for information and help. That challenge fell to Falk. Although she was still in a daze herself, and she had never run a family-assistance center ("I'm a policy person," she says), Falk knew just what the department needed to do. Within 24 hours, she had set up a center at a local Sheraton hotel for victims' relatives. "We wanted to be on civilian territory, not at a military installation, so people wouldn't have the added frustration of needing to pass through long security lines to get to us," she says. There, Falk and her team offered practical support (everything from the sad task of helping to organize funeral arrangements to legal and financial assistance)—*and* a shoulder to cry on. Helping hands—and paws Falk was awed by the number of people who showed up to work at the center—"Department of Defense leaders and their spouses, the Queen of Jordan, Miss America, Lynda Carter, Lynne Cheney, and Joyce Rumsfeld, and the men and women who brought in their therapy dogs," she describes. Coordinating their services was a bit tricky, "but we simply assigned everyone a job," Falk says. "We even had an Officer-in-Charge of Kleenex."

Her number one priority Accurate information. "There were so many unsubstantiated *(continued on page 108)*

PHOTOGRAPH BY JENNIFER LIVINGSTON

11-L-0559/OSD/13233

(continued from page 104) reports flying around, especially in the first few days," Falk says. "We struggled to double-check everything before passing it on to relatives." The on-scene commander, Lieutenant General John Van Alstyne, held briefings twice a day to keep families updated.

A special memorial Falk set up a table in the hotel ballroom where families could place pictures and mementos of their loved ones. She made it a point to walk by the memorial every day, "to remind myself whom we were serving."

Keeping their memory alive Today Falk does follow-up from her Pentagon office. But she didn't want to lose the personal connection, so her office created an American Heroes board in the corridor, where each of the September 11th victims is profiled. She has brought her young grandchildren to see these memorials and she reads one herself every day, "so I'll remember that these people weren't just numbers. They were cherished members of families, of communities, and of our country."

★★★★★★★

Laws that make GOOD MEDICINE

PARTNERS IN REFORM: [illegible] left, and [illegible]

$25,000
GH/WYETH AWARD FOR WOMEN'S HEALTH
Senator Barbara Mikulski (D-Maryland)
Senator Olympia Snowe (R-Maine)

Imagine that scientists have discovered an amazing pill that prevents heart disease. You'd like to take it—heart disease runs in your family—but there's just one hitch: Your doctor has no idea whether it will help you or not, because no one has ever tested the pill on women.

That was the state of affairs discovered in 1990 by then-Representative Olympia Snowe and Senator Barbara Mikulski. Outraged, they battled—Snowe in the House, Mikulski in the Senate—to make sure women's health received the attention it deserves. In 1993, they pushed through a law establishing the Office of Research on Women's Health at the National Institutes of Health, which ensures that women are included as subjects in federally funded medical studies.

Osteo-*what*? Not only were women overlooked in federal research on new drugs and treatments ("Even the lab rats were male," Mikulski quips), but female health problems like osteoporosis and breast cancer received scant attention until the new office was created.

Odd couple "We're ready-made partners," Mikulski deadpans. "Senator Snowe is tall. I'm short. She's a Republican. I'm a Democrat." Joking aside, it's precisely the two senators' complementary personalities (Mikulski is outspoken; Snowe is more reserved) and their dedication to bipartisan efforts that have made them so successful.

What have they done for us lately? In 1990, the two spearheaded legislation to make sure uninsured women could be screened for breast and cervical cancers. But they realized that detection without funding for treatment was meaningless, even cruel. After Snowe became a senator in 1994, they sponsored legislation that would allow the states to use Medicaid funds to pay for surgery and follow-up care. It was a hard sell, but they stayed committed and it became a law in 2000. Most recently, they've taken on insurance companies, championing a federal law that would require coverage for prescription birth control at the same level as other medications.

Rare agreement You don't find Senate Majority Leader Tom Daschle and Senate Republican Leader Trent Lott agreeing on much. When it comes to Snowe and Mikulski, however, the two men sent GH an uncharacteristically unified endorsement: "These women have made an incredible contribution to women's health."

★★★How the winners were chosen
These awards were given in collaboration with the Center for American Women and Politics, a unit of the Eagleton Institute of Politics at Rutgers, The State University of New Jersey. *Good Housekeeping* is a member of the Partnership for Trust in Government, a project of the Ford Foundation and the Council for Excellence in Government. Winners were chosen with the help of a selection panel led by former U.S. Representatives Geraldine Ferraro and Tillie Fowler. GH thanks the Ford Foundation and Wyeth for their support of the program.

PHOTOGRAPHS BY JENNIFER LIVINGSTON

(continued on page 111)

11-L-0559/OSD/13234

snowflake

July 20, 2002 1:02 PM

TO: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: *Economist* Story

Could someone track down for me *The Economist* magazine cover story from a couple of weeks ago that talked about the U.S. role in the world.

Thanks.

DHR:dh
072002-11

Please respond by 07/26/02

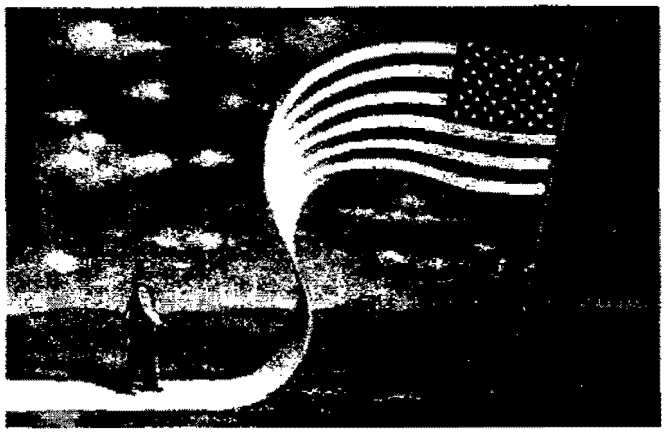
U19269 02

WHO CARES WHAT YOU THINK?

Economist.com RESEARCH TOOLS SURVEYS

Present at the creation

Jun 27th 2002
From The Economist print edition



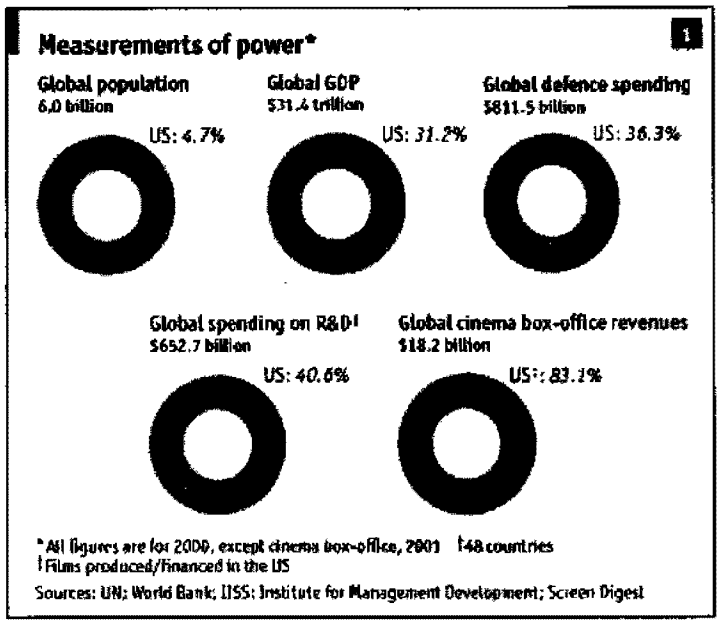
For the first time at least since 1989, but arguably since 1945, America has both the chance and the motivation to reshape the world, writes Bill Emmott, the editor of *The Economist*

WHEN Dean Acheson, Harry Truman's post-war secretary of state, wrote his autobiography, he chose a grandiloquent title to describe his dozen years in government. He had been "Present at the Creation", he said, by which he meant the building by America of a new world, out of the wartime rubble of the old—or, at any rate, of half a new world, the free half, while an ally turned enemy, the Soviet Union, built the other half. He was in turn quoting a 13th-century Spanish king, Alfonso X, who apparently said with equal immodesty: "Had I been present at the creation, I would have given some useful hints for the better ordering of the universe."

Today, two further lots of rubble are again inviting America to try to reshape the world: that left by the terrorist atrocities in New York, Washington and Pennsylvania on September 11th 2001, also an older one not yet properly built upon, that left by the fall of the Berlin wall on November 9th 1989. Once more, we may be present at a time of creation, a time for useful hints, a time if not of order then of new responses to the world's habitual disorder.

That is, again, a rather grandiloquent way to describe things. This first decade of the 21st century is not the same as Acheson's period in the middle of the 20th, when Germany and Japan lay defeated and much of Europe and Asia devastated, and when the slate of international arrangements could readily be cleaned to make way for a new lot. America again leads the world in all dimensions of power—military, economic, cultural, scientific (see chart 1)—by a margin out of all proportion to its population. But the world's slate is neither clean nor readily wiped, the uses and users of power have become more complex and varied, and America is itself led by an inexperienced, sometimes jejune president, bent on a narrower (if still daunting) task than was the also-inexperienced President Truman, that of fighting a "war on terrorism".

11-L-0559/OSD/13236



Moreover, the officials led by George Bush, seasoned though many of the senior ones are, have not yet inspired confidence that they know what broader set of policies they wish to follow, let alone how they might seek to reshape the world. They have defined their war as one of good against evil, of civilisation against terror, but have then butted their heads against the blood-stained brick wall that is the Israeli-Palestinian conflict. They have spoken about a "regime change" in Iraq, but have done little about it. They have said they favour democracy, but then hesitated to condemn an attempted coup in April against Venezuela's President Hugo Chavez. They have said they favour free trade, but then slapped tariffs on steel imports and subsidies on farming. They have rubbished foreign aid, then embraced it; supported a bankruptcy procedure for countries in financial crisis, then opposed it.

Such behaviour may in time come to show that this administration is inept; or, just as likely, it may come to be irrelevant, for all administrations zig, zag and stumble from time to time. There is, to be sure, no blueprint currently on White House desks for changing the world. But it ought not to be forgotten that even before the terrorist attacks, President Bush had set in train a project—the development of a national missile-defence system—that promises over the next decade or more entirely to alter the way in which the world handles its nuclear arsenals and deters their use. It is possible to argue—and plenty do—over whether this system will ever work. But given America's money and technological record, it would be unwise to bet heavily against it. And on the way to making it work, the effort is likely to change relations between America and the other big nuclear powers, among many others.

Furthermore, two immediate things make change a likelier outcome than stasis. One is that the attacks on September 11th, and the fear of more in future on an even more devastating scale, have given the United States a powerful new motive for global activism, while persuading most other countries, whatever their snarls of criticism or resentment, not to stand in its way—at least for the time being. The second is that the actions implied by that motive are likely then to draw America into new acts and new types of engagement, whether it likes it or not. Even if a blueprint were to exist, it would soon be obsolete.

With hindsight, both the tasks and the opportunities that lay before Presidents Roosevelt, Truman and Eisenhower in 1945-55 look fairly clear. But they didn't at the time. Acheson wrote that "only slowly did it dawn upon us" that the 19th-century world structure had gone, and that the struggle

11-L-0559/OSD/13237

to replace it would henceforth be directed from Washington and Moscow. At first, even the need for post-war relief and rehabilitation was under-rated, having been seen "almost as capable of being met by semi-private charity". It took three years before America developed the Marshall plan to help revive Western Europe's economy, along with other efforts at overseas aid.

An expanding agenda

In today's very different context, a similar evolution is likely to take place. The challenge, as it was defined in the days and weeks following September 11th, is bound to change but also probably to grow. What began as a fight against the perpetrators of those attacks, a task that already looked large given their wide dispersal and insidious nature, has rightly been broadened further to include rogue states developing weapons of mass destruction. Thanks to happy victories in Afghanistan, it has come to take in the stabilising of that unhappy country to ensure it does not again play host to terrorists and—even more important—that it does not destabilise its nuclear-armed neighbour, Pakistan, itself repeatedly on the brink of war with India. And there is the associated task of discouraging violent militancy in other countries in Central Asia.

All that is before even mentioning the Arab world, the terrorists' main origin, in which Israel and Palestine provide their bloody complication, and in which the desired "regime change" in Iraq will require America to set to work on helping a new regime to emerge, an effort that may then put pressure on other Arab countries to alter their ways, too. An old taboo, on "nation-building" abroad, will have to be put aside. Then there is the decidedly unsmall business of handling the often prickly relationships with bigger powers such as Russia, China, India, Japan and the European allies, whose interests will be affected, for better and worse, by all this activism. As these tasks lead to others, and as unforeseen consequences occur, the magnitude of what is being attempted is likely slowly to dawn upon Acheson's successors.

Will they succeed? Just as after 1945, the honest answer is: only partially. But there are good grounds for optimism, founded in the nature and origins of the change that is occurring.

For the world did not change all at once on September 11th last year. Rather, the world had gradually been changing since at least 1989 thanks to the demise of communism. Mainly, the changes were for the better: the end to ideological superpower conflict; a vastly increased number of countries wishing to adopt liberal trading rules to join the market economy, and thus aligning their interests mainly with those of the West; technological innovation that made it easier for ideas to flow across borders; a big rise in the number of countries choosing and regulating their governments by means of democracy.

But, in three respects, it had also been changing for the worse: a number of deadbeat countries were falling into war and civil strife when cold-war restraints and props had been removed; technological change was threatening to put new destructive and organisational power in the hands of trouble-makers; and a new sort of trouble-maker—the messianic terrorist—was gathering recruits and strength. The dramatic manifestation of such terrorism on September 11th then brought about a sudden change in America itself. A sudden change in America means a sudden change in the world. A country that had gradually become loth to get involved in foreign entanglements, in the famous terms of George Washington's farewell address, gained a new determination and sense of purpose.

11-L-0559/OSD/13238

The reluctant sheriff no longer

It was not that it had been idle during the 1990s, nor isolationist. It mobilised 500,000 troops for the Gulf war in 1991. At the end of the decade, it led—in effect, conducted—NATO's war with Serbia over Kosovo. During those ten years, American military interventions overseas were more numerous, if on a smaller scale, than during the whole four decades of the cold war. Its gung-ho economy, which reversed two decades of anguish and under-performance, boosted American self-confidence. In other areas too—trade rules, financial crises, human rights, war crimes, mediation—America played an active international role. But it did so hesitantly, against a backdrop of declining domestic interest in foreign affairs (a decline shared in Europe). It acted by improvisation, with no clear sense of purpose or coherent strategy, and a rather short attention span.

That is what has now changed. There may not yet be a coherent strategy, but there is certainly a clear sense of purpose. There is bipartisan unity on the main elements of foreign policy, which was absent even for the Gulf war. Opinion polls reveal considerable public backing for activism abroad. Few voices can be heard calling for America to withdraw or do less. As long as the sense of threat endures, attention is unlikely to wander. In 1997 Richard Haass, then a think-tanker at the Brookings Institution, wrote a book that called America "The Reluctant Sheriff". Now the director of policy planning at the State Department and considered moderate by the standards of the Bush administration, Mr Haass says that if he were writing the book now he would delete the word "reluctant".

Another word, once considered rather daring, is becoming commonplace in policy seminars and on talk-shows: empire. By last September Andrew Bacevich, a military man turned professor of international relations at Boston University, had completed the first draft of a book on America's world role, with a provisional title of "Indispensable Nation". Now it is to be called "American Empire" (and will be published this autumn by Harvard University Press). Though Mr Bacevich and others talk of American military commanders as "pro-consuls", no one has in mind colonies or an emperor. But there is a strong, sometimes hubristic, sense that America has the opportunities, obligations and threats associated in the past with empires: that it can set the rules that govern international relations, while at times operating outside them itself; but also that ultimately it alone can enforce those rules, a role which makes it the prime target of anyone who dislikes them.

How much is too much?

After a decade of urging America to do more abroad, plenty of outsiders now worry that this sole superpower may soon do too much. During the 1990s there was much enthusiasm for the idea that, contrary to the United Nations Charter of 1945, countries should intervene in others' affairs, preferably collectively through the UN, when they thought that some other country was doing terrible things to its people. Such beastly behaviour would mean, said solemn international commissions, that the normal rights of sovereignty could be waived. Now America is developing a similar argument for its own pre-emptive intervention in cases such as Iraq, where it suspects a dictator of planning to develop weapons of mass destruction. "Foul!", "Arrogant!", "Illegal!", comes back the international cry.

As well as seeking new rights, though, America is also refreshing some of its sense of obligation. The best example is the changing of mind on a topic once taken to epitomise foreign-policy fecklessness: development aid. In March at a United Nations summit in Monterrey, Mexico, President Bush startled delegates by announcing a 50% increase in America's $10 billion annual aid budget by 2006.

11-L-0559/OSD/13239

That is a big rise from a small base (it is less than half the European Union's combined aid budget, which at almost 0.4% of GDP by 2006 will remain proportionately three times more generous), it came with other symbolism that made it feel more like a new beginning than a gesture: a rock star turned aid lobbyist, Bono, was by Mr Bush's side and also persuaded one of the hardest men of the right, Senator Jesse Helms, to back a special fund to help ease HIV/AIDS in Africa; and the general aid will be tied to conditions requiring good governmental behaviour in the recipient countries. If properly implemented, those conditions will represent a fresh form of interference in other people's business, but could also give development aid a new credibility.

Mr Bush does not believe that aid is needed because poverty causes terrorism. The September 11th terrorists were not poor, and most did not even come from poor countries. What the change of mind on aid implies, though, if it is indeed more than just window-dressing, is a strengthened belief that it is in America's long-term national interest to help more countries to take part in the process of international trade, investment and technology transfer that is popularly known as globalisation, and that to do so they need accountable, stable and legitimate governments. Mr Haass, in a speech to the Foreign Policy Association in New York in April, described this as an emerging doctrine of "integration".

That process, and all the social and economic changes it brings, may actually be part of what the terrorists were enraged by, so reinforcing it would be more a gesture of defiance than of accommodation. In the shorter term, the same instinct has led President Bush to call for "a new Marshall plan" for the reconstruction of Afghanistan, though he has so far been short on specifics about what should be done and who should pay. He has also, however, recently been decidedly anti-integrationist in his trade policies, applying those steel tariffs and signing into law a lavish new farm-subsidy bill. Openness on trade, which includes the leadership of the new worldwide round of liberalisation that was promised in Doha last November, is costlier for domestic lobbies than is aid. Those measures were lamentable, but not irreversible. Leadership on trade is still to be hoped for, and pressed for.

Put like that, it sounds obvious. By promoting integration and acting as sheriff, the United States of America could do a lot of good in the world in the next few years. But since it would be doing so not just by handing out bags of money but by exerting and even extending its power, pressing or forcing people to change their ways, the very idea makes a lot of people uncomfortable. Might there be a backlash against a bossy, unilateralist America?

Hail to the integrator-in-chief?

It is a truism, of course, that if America does bad things or makes bad mistakes, others will criticise it, shun it or even oppose it. It is best, however, to think about this emerging issue of American power and leadership in three ways:

- America's power relative to its rivals' and to other alternatives, including its allies.

- America's power relative to the challenges it faces around the world, and what it might achieve by using it.

- America's power relative to its own willingness to use it, or to keep bearing the costs of maintaining and using it.

This survey will explore those topics, and the questions they raise. Its answers—be warned—will be optimistic, and will generally be favourable to the United States. Certainly, American leadership will produce mistakes. But without American leadership, worse things would happen. And if any other country were in the lead, there would be much greater cause for worry.

11-L-0559/OSD/13240

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11-L-0559/OSD/13241

SnowFlake

#268

July 20, 2002 12:07 PM

Done per SMA/DJS 8/5/02

TO: Larry Di Rita

CC: Gen. Myers

FROM: Donald Rumsfeld DR

SUBJECT: Training Afghan Army

I need to get briefed on our proposal for training the Afghan army. It seems like weeks ago I asked them to come in with a new proposal to accelerate the project.

Thanks.

DHR:dh
072002-3

Please respond by 08/02/02

20 Jul 02

U19270 02

snowflake

July 20, 2002 12:05 PM

313.24

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: OMB Issue

Here is the response from Mitch Daniels.

Do you think I should send it to Andy Card, or should I let it drop? He asked to know what the matter was about

Thanks.

Attach.
07/19/02 Daniels ltr to SecDef

DHR:dh
072002-2

Please respond by 07/26/02 7/20

I suggest you let it drop
Mitch struck the proper chord in response.
DiRita

20704102

U19271 02

Response to your memo.
Dick

July 19, 2002

SECDEF HAS SEEN

JUL 20 2002

Mr. Secretary,

You're right, of course, to complain about this. But I plead innocent, or at worst negligent.

This letter was thrust in front of me during an unrelated Capitol Hill meeting with an urgent request from White House Legislative Affairs that I sign it. Nick Calio will confirm that this rush request came from his office. Not even knowing the nature of the legislative nuance in question, I obliged, trusting the system and assuming all bases had been touched.

I asked the White House legislative office for a reconstruction of events, which does indicate that at least some DoD officials were aware of the letter.

We are the keepers of fair process here and won't ever intentionally abridge it, certainly not in your case.

Sincerely,

Mitch

MEMORANDUM FOR DIRECTOR MITCHELL E. DANIELS

FROM: ZIAD OJAKLI

DATE: JULY 19, 2002

SUBJECT: MISSILE DEFENSE LETTER

- During floor consideration of the FY03 DoD authorization bill, Sen. Warner offered an amendment to restore funding to missile defense that had been cut in the SASC markup. Sen. Levin offered a 2nd degree amendment that potentially threatened the Adminstration's ability to spend any restored money on missile defense.

- Levin assured Warner that he was not trying to limit the Adminstration's flexibility with his amendment. WHLA and DoD Legislative Affairs staff worked with Lott and Warner staff on a Levin-Warner colloquy to ensure that everyone's understanding of the Levin amendment was clear.

- In addition, Lott, Warner and Stevens, requested a letter from the Administration to state that our understanding was the same as theirs-- that the Adminstration retained the flexibility to spend funds on missile defense. The letter was designed to strengthen Sen. Warner's hand in conference on the authorization bill, as well as Sen. Stevens hand in the appropriations process.

- The letter was discussed and drafted in the VPs office by Lott/Warner staff and WHLA/DoD Legislative Affairs. It was originally agreed that we would ask the DoD Comptroller to sign letter (I still have the original) and the letter was sent back to DoD by DoD Legislative Affairs. After a couple hours, there was still no answer from DoD. Lott and Warner staff made several trips to the VPs office in that time to check on the status of the letter. Finally, DoD Legislative Affairs told Lott/Warner staff and me that they thought it would be best to remain silent and let the Senate "work its will" on this one. Needless to say, Lott and Warner staff were not pleased about DoD's decision (not sure if word had been received by Stevens). WHLA (in consultation with Lott/Warner) disagreed with this approach and decided to seek the same letter from OMB. Everyone involved in this process was aware that we were pursuing a letter from OMB. We received a faxed copy of your letter in the VPs office; gave a copy to DoD Legislative Affairs and then had a copy sent to the Senators in the cloakroom.

- In sum, the letter helped close down the debate on missile defense and provided clarity for those who will need to continue fighting for the President's request (Warner and Stevens). Lott, Warner and Stevens were all appreciative of administration's prompt action.

7/2 1900 **Snowflake**

July 22, 2002 9:16 AM

Afghanistan

TO: Torie Clarke
Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Civilian Deaths

There was an article in the *New York Times* by a woman in Kabul about all the so-called civilians who have been killed. We ought to get a list of the people who were killed in Afghanistan before September 11 and some information about what the Taliban was doing.

We ought to get the number of civilian people who are killed in the United States in car accidents every year. I would like to know both.

Thanks.

DHR:dh
072202-16

Please respond by 08/09/02

Done
8/20

U19272 02

7/24 snowflake
1400

July 22, 2002 4:24 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Smallpox

I am not thinking about smallpox vaccinations for people in the U.S. I am thinking of first responders in the Middle East.

Thanks.

Attach.
07/20/02 SecDef memo re: Smallpox Vaccinations

DHR:dh
072202-58

Please respond by 08/02/02

Pre 8/20

U19273 02

snowflake

July 20, 2002 1:10 PM

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: Small Pox Vaccinations

Have you folks looked into the possibility of small pox vaccinations for particularly vulnerable people?

Thanks.

DHR:dh
072002-15

Please respond by 08/16/02

7/19

SECDEF -

There is a lot of work going on in this regard. The Homeland Security Council is meeting this week at Deputies level to review options on how to do it. The PC will meet next and it is likely to be the first Homeland Security Council meeting you attend

D. Rich

snowflake

July 22, 2002 4:09 PM

TO: Gen. Myers
Doug Feith
Torie Clarke
Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Disinformation

Attached is an unclassified paper on Taliban and Al Qaeda disinformation efforts.

I think we ought to see that some of that information gets out from time to time.

Thanks.

Attach.
07/17/02 Al-Qa'ida and Taliban disinformation efforts

DHR:dh
072202-56

Please respond by 08/09/02

8/24

C 8/28

- Chairman's Response attached. SB 8/28

- We're getting better, anecdotally. General Deteng's report on Friday, 8/23, that a raid had uncovered NGO paperwork and indications of a false front organization made it to a news report I heard on the radio on Sunday, 8/25. Tab

Dirita

22Jul02

U19274 02

11-L-0559/OSD/13249

2

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CM-448-02
15 August 2002

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS 8/14

SUBJECT: Disinformation

- The following is provided in response to your memorandum (TAB) concerning Al Qaida and Taliban disinformation efforts:

  - After 11 September, my staff, working in coordination with the Department of State, Department of Defense and combatant commands, developed "Public Affairs Information Alerts," "Public Diplomacy Alerts" and "Psychological Operations Product Development Alerts" to support the information element of the Global War on Terrorism. The products attempted to satisfy the requirement for a rapid response capability within the Interagency. Due to limited utilization, we stopped issuing these alerts and transitioned to other methods.

  - Currently, there are contracts for three services that assist in "getting the word out" to counter Al Qaida/Taliban disinformation.

    - A daily news summary of English-language international media that is forwarded to various offices within the Department of Defense and other agencies to highlight disinformation activities.

    - A proprietary, state-of-the-art newswire collection system that takes real-time reports, sorts them by keyword and forwards appropriate E-mail alerts throughout the Interagency.

    - An overnight news review that generates E-mail to my staff identifying the top three to five stories. Periodically, we will prepare a memorandum identifying threats and opportunities related to these items.

  - USCENTCOM psychological operations elements also incorporate this data into their product development and dissemination activities in Afghanistan and other areas of the Middle East.

- USCENTCOM has also addressed the Al Qaida/Taliban disinformation effort with an ongoing counterpropaganda campaign in Afghanistan using approximately 7.5 million leaflets and over 1000 hours of radio broadcasts from ground-based and aerial platforms.

- To further assist this effort, my staff has E-mailed your note and the Al Qaida/Taliban disinformation paper to all the combatant commanders for their consideration.

COORDINATION: None

Prepared By: LtGen G. S. Newbold, USMC; Director for Operations; (b)(6)

SECDEF HAS SEEN

JUL 22 2002

17 July 2002

Al-Qa'ida and Taliban disinformation efforts:

Unlike the Taliban, which appears to concentrate on internal propaganda, al-Qa'ida has the resources to spread its disinformation and propaganda using media worldwide. Sympathetic groups, news outlets, and individuals, often with no direct connection to al-Qa'ida, regularly pick up the group's anti-US themes.

— The Internet, with its relative anonymity, has greatly aided al-Qa'ida's efforts to disseminate disinformation. (U)

Before hostilities began in Afghanistan, al-Qa'ida and Taliban propaganda tried to alter public opinion in order to delay or limit US action, often drawing from ideas used in Iraqi and Palestinian propaganda. The groups alleged that:

— The US could not fight the mujahidin because Afghanistan was the graveyard of empires, most recently the Soviet Union. The US would suffer massive casualties and cause many civilian deaths and famine.

— A US attack on Afghanistan would constitute war against Islam.

— US action should be taken only with UN concurrence.

— The US is an arrogant terrorist state interested only in global domination. The 11 September attack was only an excuse for the US to seize Afghanistan as an oil pipeline route. (U)

After military action began, pro–al-Qa'ida media outlets put out a continuous stream of propaganda and disinformation despite military setbacks. Most of these stories included variations on earlier themes but now focused on fictitious al-Qa'ida and Taliban battlefield victories and allegations that US forces had committed atrocities. Specifically, al-Qa'ida and the Taliban claimed that:

— The air war was ineffectual and that the US was cowardly because it would not fight on the ground.

— Numerous US aircraft were brought down, including a B-52 bomber and a helicopter carrying 40 to 50 US troops.

— The US had killed thousands of Afghans with chemical and biological weapons. Propaganda pamphlets included stories of personal sacrifice and claimed miracles had occurred in the battle against the US.

— The US was committing genocide in Afghanistan, including the bombing of a hospital in Herat that "proved" the US was targeting the Afghan people. The AP, CNN, and AFP carried the story. (U)

— The US was committing genocide in Afghanistan, including the bombing of a hospital in Herat that "proved" the US was targeting the Afghan people. The AP, CNN, and AFP carried the story. (U)

Since fleeing Kabul, al-Qa'ida, and the Taliban have continued to fight the US on the airwaves and the Internet. Almost daily, pro–al-Qa'ida media reports from various parts of the Middle East—including Pakistan and Iran—have touted al-Qa'ida victories and trumpeted US failures.

— Several press reports in late February said al-Qa'ida was regrouping and preparing for the next phase of the jihad. Beginning in March, a media blitz suggested that part of the new jihad would be on the Internet.

— The Pakistani newspaper *Nawa-i-Waqt* in March said US forces had to leave the battlefield during Operation Anaconda because the mujahidin had captured so many troops. It also alleged the US was in secret negotiations with the Taliban to exchange POWs for Guantanamo detainees. Al-Jazirah later picked up the story.

— Al-Qa'ida and the Taliban in April claimed that they had captured several US troops, including a woman combat pilot, and that the US had lost 400 to 600 troops, including a general who was captured and later died of his wounds. This story was broadcast as a live telephone interview on an Islamic jihad Web site and was rebroadcast this month by the UAE's MBC television network.

— The London-based Arabic language newspaper *Al-Majallah* in May published a quote allegedly from a US POW: "We sometimes wish the ground would open up and swallow us when we see fighters dressed in white and riding white stallions." This appears to be part of an effort by al-Qa'ida to draw parallels between Bin Ladin and his "army" with that of the Prophet Mohammed; an earlier Al-Jazirah video clip of Bin Laden at Tarnak farm showed him in white robes and riding a horse. (U)

snowflake

FOUO

July 22, 2002 3:43 PM

350.09

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: Post Before Process

Please take a look at this note from Lin Wells on "post before process" and let me know what you think.

Thanks.

Attach.
07/20/02 Wells memo to SecDef re: "Post before process" as a transformational idea

DHR:dh
072202-49

Please respond by 08/09/02

U19275 02

22JUL02

FOUO

UPON REMOVAL OF ATTACHMENT(S)
DOCUMENT BECOMES UNCLASSIFIED

SECDEF HAS SEEN

JUL 22 2002

INFO MEMO

7/20/2002 10:50 AM

FOR: SECRETARY OF DEFENSE

FROM: ~~Lin Wells~~ 7/20/02

SUBJECT: "Post before process" as a transformational idea

- This replies to your request during Friday's Sensitive Reconnaissance Operations review for a memo on the transformational nature of John Stenbit's concept of "post before process."

- Much technical intelligence information today is handled through a process called "Tasking, Processing, Exploitation, and Dissemination," or TPED. John objects to this on the grounds that it relies on a central group of "information managers" to decide who needs what information, and when. To take advantage of network-centric opportunities, information must be made available on a ubiquitous, global network that people depend on and trust. If people trust the network and its security, they will share information, if not, they will continue to horde their knowledge.

    - The briefer's example on Friday's demonstrates John's concept. U2 photos of targets were posted rapidly to a secure web site and used by a coalition partner to get out of a tough tactical situation. They were not processed, analyzed in detail at a central location, and then disseminated to a distribution list (with a time delay). Neither were they sent out via point-to-point circuits, but rather on a protected web.

    - At the same time, there need to be rules on this network. Those who "pull" knowledge from it also must post their own information for others. One also has to be able to create communities of interest within the net to limit access to particularly sensitive information.

- This is transformational since it empowers people throughout the network to act on information as they find it important, and not wait for centralized bureaucracies to apportion what they think users need to know. It cuts infrastructure and speeds up cycle time, and can enhance both tactical and strategic decision-making. DoD is the only organization in the government focusing on an integrated approach to Information Dominance, and this focus can provide exceptional leverage to fuse operational, intelligence, law enforcement, and other data. Will be glad to discuss at your convenience.

snowflake

1/25 OSD

July 22, 2002 3:18 PM

TO: Torie Clarke

FROM: Donald Rumsfeld DR

SUBJECT: Notes to Press

Sir: All good. I added a suggested note for Newbold below. T.C.

335 SD

1/24

Please edit the attached notes and let me know if I have left anyone out. I have already thanked Torie, Dick Myers, Ed Giambastiani and Larry.

Thanks.

Attach.
Memos

DHR:dh
072202-43

Please respond by 08/02/02

General: Would you please stop talking so much?

Thanks for the birthday greetings!

22 Jul 02

U19276 02

snowflake
snowflake

July 22, 2002 3:22 PM

TO: Jamie McIntyre

FROM: Donald Rumsfeld

SUBJECT: Glasses

I like your glasses.

Thanks for the nice thought on my birthday.

DHR:dh
072202-44

snowflake

July 22, 2002 3:24 PM

TO: Tammy Kupperman

FROM: Donald Rumsfeld

SUBJECT: Chair

I do have a chair in my office, but it is for others, such as you when you come for an interview!

Thanks for the nice thoughts.

DHR:dh
072202-45

snowflake

July 22, 2002 3:25 PM

TO: David Martin

FROM: Donald Rumsfeld

SUBJECT: Thanks

I would call on you, but to do so you would have to come to at least one press briefing!

Thanks for the birthday greetings.

DHR:dh
072202-46

snowflake

July 22, 2002 3:28 PM

TO: Barbara Starr

FROM: Donald Rumsfeld

SUBJECT: Thanks

Sorry I missed my birthday party. It sounded like a boomer!

Thanks for the birthday greetings.

DHR:dh
072202-47

snowflake

July 22, 2002 3:34 PM

TO: Jim Miklaszewski

FROM: Donald Rumsfeld

SUBJECT: Thanks

Mick—I promise I will try to take a brief vacation in August, but only because you said please!

Thanks for the birthday greetings.

DHR/dh
072202-48

snowflake

7/23/02

→ RA

July 22, 2002 10:49 AM

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: 179-Day Rule

Larry Di Rita

9/10

I keep hearing that the 179-day rule is just terribly damaging—that people go out, are there just long enough to figure out what they are doing and then leave.

Isn't it being overused and abused?

Thanks.

DHR.dh
072202-24

Please respond by 08/09/02

Response Attached
SPA
9/4

U19277 02

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

OFFICE OF THE SECRETARY OF DEFENSE
2002 SEP -4 AM 8:05

INFO MEMO

PERSONNEL AND READINESS

September 3, 2002 – 1:00 PM

FOR: SECRETARY OF DEFENSE

FROM: DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS) David S. C. Chu 3 Sep 02

SUBJECT: 179 Day Rule(s)—SNOWFLAKE

- You lamented the "179 day rule" (Tab A).
- There are at least two such rules:
  - One in the Joint Federal Travel Regulation since the late 1950s, governing the maximum length of a Temporary Duty Assignment (TDY) (versus a Permanent Change of Station, or PCS).
  - A second, based in law, requiring that reservists serving on active duty more than 180 days be counted against active end strength.
- The TDY rules can be waived by the Service Secretaries and by the chief of the agency each designates to handle this issue, and by the Commanders/Deputy Commanders of the Combatant Commands.
- The end strength rule does not apply to mobilized reservists. Moreover, since the President's declaration of national emergency makes end strength limits moot as long as it is in force, at the moment this is really an accounting issue.
- What both rules do, however, is create a mindset in which 179 days is often seen as appropriate for an assignment. I believe we should instead ask what assignment length we <u>want</u>, from both the performance (tenure in job) and personnel management (hardship) perspectives. We have the tools to tailor what we do to those needs if we will only ask the question correctly (although I acknowledge the reserve accounting rule is artificial, and we will be proposing a change to it with the FY 2004 President's Budget Request).

SPL ASSISTANT DI RITA	
SR MA CRADDOCK	
MA BUCCI	
EXECSEC WHITMORE	

11-L-0559/OSD/13263

U14255 /02

- I will work with the Military Departments to establish a revised mindset. That we need one is confirmed by a recent request from the Joint Staff to make all tours at Guantanamo one year PCS unaccompanied (b)(6). This lumps interrogators in with all the support personnel (guards, etc.), and is likely to create severe morale problems. It reaches this result from a rule-based approach, rather than the one I recommend we adopt: that is, what tour length makes sense, from both a performance and a personnel management perspective? And could we get the result we need with volunteers?

Attachments: As stated

Prepared by: Steve Westbrook, Director, Per Diem Committee (b)(6)
Dan Kohner, OASD/RA (Manpower and Personnel) (b)(6)

snowflake

July 22, 2002 10:47 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: DoD and Embassies

What do you think about getting in five ambassadors sometime and asking them their perspectives of DoD? Ambassador Tom Miller has a pretty low impression of the Defense HUMINT service and also of the DATTs.

Please have someone tell me what the defense attachés' missions are supposed to be, how many there are, where they are and what they cost per year.

We have to decide if they are worth having and, if so, if we should change the mission.

Thanks.

DHR:dh
072202-23

Please respond by 08/09/02

8/19

Al Cucci -
Do you think we
have done this.
Larry

U19278 02

8/20

snowflake

P/27

7/23/02

July 22, 2002 8:58 AM

Sir:

Attached DefenseLink bio is only one we know of that is being used in DOD.

Also attached is revised bio into you for review.

TC

TO: Torie Clarke

FROM: Donald Rumsfeld DR

SUBJECT: Background Sheet

7/24

Please give me copies of any versions of my background sheet that are currently being used in the Pentagon—there may be more than one.

Thanks.

DHR:dh
072202-15

Please respond by 07/26/02

020519

232103

U19279 02

THE HONORABLE DONALD RUMSFELD

Secretary of Defense

Until being sworn in as the 21st Secretary of Defense, Mr. Rumsfeld was in private business. Born in Chicago, Illinois, in 1932, he attended Princeton University on scholarship (AB, 1954) and served in the U.S. Navy (1954-57) as a Naval aviator.

He went to Washington, DC, in 1957, during the Eisenhower Administration, to serve as Administrative Assistant to a Congressman. After a stint with an investment banking firm, he was elected to the U.S. House of Representatives from Illinois in 1962, at the age of 30, and was re-elected in 1964, 1966, and 1968.

Mr. Rumsfeld resigned from Congress in 1969 during his fourth term to serve in the Nixon Administration as:

- Director of the Office of Economic Opportunity, Assistant to the President, and a member of the President's Cabinet (1969-1970); and, as
- Counsellor to the President, Director of the Economic Stabilization Program, and a member of the President's Cabinet (1971-1972).

In 1973, he left Washington, DC, to serve as U.S. Ambassador to the North Atlantic Treaty Organization (NATO) in Brussels, Belgium (1973-1974).

In August 1974, he was called back to Washington, DC, to serve in the Ford Administration successively as:

- Chairman of the transition to the Presidency of Gerald R. Ford (1974);
- Chief of Staff of the White House and a member of the President's Cabinet (1974-1975); and, as
- The 13th U.S. Secretary of Defense, the youngest in the country's history (1975-1977).

From 1977 to 1985 he served as Chief Executive Officer, President, and then Chairman of G.D. Searle & Co., a worldwide pharmaceutical company. The successful turnaround there earned him awards as the Outstanding Chief Executive Officer in the Pharmaceutical Industry from the Wall Street Transcript (1980) and Financial World (1981). From 1985 to 1990 he was in private business.

Mr. Rumsfeld served as Chairman and Chief Executive Officer of General Instrument Corporation from 1990 to 1993. A leader in broadband transmission, distribution, and access control technologies for cable, satellite and terrestrial broadcasting applications, the company pioneered the development of the first all-digital high definition television (HDTV) technology. After taking the company public and returning it to profitability, Mr. Rumsfeld returned to private business in late 1993. Until being sworn in as the 21st Secretary of Defense, Mr. Rumsfeld served as Chairman of Gilead Sciences, Inc.

During his business career, Mr. Rumsfeld continued public service in a variety of posts, including:

- Member of the President's General Advisory Committee on Arms Control – Reagan Administration (1982 - 1986);

- President Reagan's Special Envoy on the Law of the Sea Treaty (1982 - 1983);
- Senior Advisor to President Reagan's Panel on Strategic Systems (1983 - 1984);
- Member of the U.S. Joint Advisory Commission on U.S./Japan Relations – Reagan Administration (1983 - 1984);
- President Reagan's Special Envoy to the Middle East (1983 - 1984);
- Member of the National Commission on the Public Service (1987 - 1990);
- Member of the National Economic Commission (1988 - 1989);
- Member of the Board of Visitors of the National Defense University (1988 - 1992);
- Member of the Commission on U.S./Japan Relations (1989 - 1991);
- FCC's High Definition Television Advisory Committee (1992 - 1993);
- Chairman, Commission on the Ballistic Missile Threat to the United States (1998 - 1999);
- Member of the U.S. Trade Deficit Review Commission (1999 - 2000); and
- Chairman of the U.S. Commission to Assess National Security Space Management and Organization (2000).

Mr. Rumsfeld's civic activities included service as a member of the National Academy of Public Administration and a member of the boards of trustees of the Gerald R. Ford Foundation, the Eisenhower Exchange Fellowships, the Hoover Institution at Stanford University, and the National Park Foundation. He was also a member of the U.S./Russia Business Forum and Chairman of the Congressional Leadership's National Security Advisory Group.

In 1977, Mr. Rumsfeld was awarded the nation's highest civilian award, the Presidential Medal of Freedom.

http://www.defenselink.mil/bios/secdef_bio.html

41-L-0559/OSD/13268

Draft Biography of Donald Rumsfeld

On January 20, 2001, Donald Rumsfeld was sworn in as the 21st Secretary of Defense. Before taking his present post, the former Navy pilot was also the 13th Secretary of Defense, U.S. Ambassador to NATO, chief of staff at the Ford White House, an Illinois Congressman, and CEO of two Fortune 500 companies.

Secretary Rumsfeld is responsible for directing the actions of the Defense Department in response to the terrorist attacks on September 11, 2001. The war is being waged against a backdrop of great change within the Department of Defense. Under Secretary Rumsfeld's leadership, the department has developed a new defense strategy replacing the old model for sizing forces with a newer, more modern approach. New approaches have been developed for balancing risks. The missile defense research and testing program has been reorganized and revitalized, free of the constraints of the ABM treaty.

DoD also refocused on space capabilities and adopted a new approach to strategic deterrence that increases security while reducing strategic nuclear weapons. In early 2002, Secretary Rumsfeld proposed and the President approved a significant reorganization of the worldwide command structure, known as the Unified Command Plan.

Mr. Rumsfeld was born in Chicago, Illinois, in 1932. He attended Princeton University on academic and ROTC scholarships (A.B., 1954) and served in the U.S. Navy (1954-57) as an aviator and flying instructor. In 1957, he transferred to the Ready Reserve and continued his service in flying and administrative assignments as a drilling reservist until 1975. He transferred to the Standby Reserve when he became Secretary of Defense in 1975 and to the Retired Reserve with the rank of Captain in 1989.

In 1957, he came to Washington, DC to serve as Administrative Assistant to a Congressman. After a stint with an investment banking firm, he was elected to the U.S. House of Representatives from Illinois in 1962, at the age of 30, and was re-elected in 1964, 1966, and 1968.

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Before returning for his second tour as Secretary of Defense, Mr. Rumsfeld chaired the Ballistic Missile Threat Commission, whose bipartisan, unanimous conclusions awakened America to the emerging threat of ballistic missiles. He also chaired the U.S. Commission to Assess National Security Space Management and Organization, which concluded that the U.S. had an urgent interest in promoting and protecting the peaceful use of space and developing space technologies and operations.

During his business career, Mr. Rumsfeld continued public service in a variety of other posts, including:

- Member of the President's General Advisory Committee on Arms Control – Reagan Administration (1982 - 1986);
- President Reagan's Special Envoy on the Law of the Sea Treaty (1982 - 1983);
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In 1977, Mr. Rumsfeld was awarded the nation's highest civilian award, the Presidential Medal of Freedom.

snowflake

July 22, 2002 8:43 AM

112

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: Jointness

Please come up with a list of ways we can get people joint earlier.

For example:

1. Why not have a larger percentage of people who go to each of the military academies be able to go into another Service? That is to say, if you are at the Naval Academy, you can go into the Air Force or the Army and vice versa. Enlarge the percentage and encourage it.

2. Have all pilots of any Service go through the same primary training school and instrument training school, etc.

Please get a list of about 20 or 30 things like that.

Thanks.

DHR:dh
072202-13

Please respond by 08/16/02

22JUL02

U19200 02

snowflake

July 22, 2002 8:10 AM

020000

TO: Larry Di Rita
VADM Giambastiani
Steve Cambone
Torie Clarke

FROM: Donald Rumsfeld DR

SUBJECT: Proposals

Attached is a memo with some assignments. Don't try to do them perfectly, just please get a rough cut into me by Wednesday, July 24.

Thanks.

Attach.
07/16/02 Important Projects

DHR:dh
072202-12

Please respond by 07/24/02

020102

U19281 02

7:35 AM

MEMORANDUM
July 16, 2002

Important Projects

1. **Meetings:** What meetings do we need? For what purposes? How frequently? What participants?
   Examples: Service Secs/Chiefs/CINCs/Senior Staff/Immediate office/etc.
   Examples: Press/Outreach/Formers/etc.
   Internal/External Action: Larry provide a proposal.

2. **Reports:** What report should I receive? For what purposes? With what frequency? From whom?
   Examples: Metrics, Troop locations, etc.
   Action: Ed Giambastiani give me a proposal.

3. **Briefings:** What regular briefing should I receive? For what purposes? What frequency? What participants?
   Examples: Op Plans/Services/CINCs/etc.
   Action: Ed G. and Larry give me a proposal.

4. **Time Allocation:** How should I allocate my time over the next six months
   Examples: Interagency, Troops, Communicating, Travel, etc.
   Action: Larry, Ed, Steve Cambone and Torie give me a proposal.

5. **Communications:** What communications do I need to undertake? What purposes? What audiences?
   Examples: Press/Troops/Congress/Public
   Action: Torie and Larry give me a proposal.

DHR/azn
071602.5

24 July 02

MEMORANDUM for the SECRETARY of DEFENSE

FROM: VADM E. P. Giambastiani, USN

SUBJ: REPORTS for SECDEF

Reports and briefs should be relative to your TOP TEN PRIORITIES for the NEXT SIX TO 18 MONTHS. I recommend establishing a team to determine measures of effectiveness for each of the ten priorities and have the team determine what type of report/brief you could use to measure monthly progress in each area.

1. Some additional reports that I think you should receive:

a. **Worldwide Troop Location**, so you know where your forces are located, provided by Joint Staff, monthly (already receive)

b. **Combat troop location**, location of troops in hostile fire zones, provided by Joint Staff, weekly

c. **Monthly COCOM Reports**, keep you up-to-date on Combatant Commanders activities, provided by Combatant Commanders, monthly (already provided quarterly)

d. **Service Retention/Recruiting Rates**, gage personnel issues by monitoring these rates, provided by each Service Chief, quarterly

e. **Service Deployment/OPTEMPO Rates**, measure time away from homeport/base as WOT continues-impact on personnel retention, provided by each service, quarterly

f. **Quality of Life Report**, a list of each service's top five quality of life issues and progress towards resolution, provided by services, quarterly

g. **Service Safety/Accident Rates**, lower rates indicating attention to detail, measured over time in a graphical presentation, provided by services, monthly

h. **Fleet/Force Readiness Trends**, Operational readiness of forces to deploy, provided by Joint Staff or JFCOM, monthly

i. **DPG studies report**, measure progress in each of the studies assigned by the DPG, provided by someone in OSD or the Services, quarterly

j.

snowflake

July 22, 2002 7:53 AM

3333WH

TO: Gen. Myers

CC: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Presidential Travel

We need to put planned Presidential travel into our thinking. I believe that in November he is going to an APEC meeting in Mexico, and that he is currently scheduled to be in Africa January 11-17.

Thanks.

DHR:dh
072202-6

Please respond by 08/09/02

22JUL02

U19282 02

snowflake

July 22, 2002 7:36 AM

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: Priorities

020709

Steve, please edit the points below and draft a memo from me to these agencies inviting them to the meeting and telling them what I want of them. I will then edit the drafts.

I need a meeting with the head of DIA, NIMA, NSA, probably NRO, and the three Service intelligence offices. I want to go through the "Way Ahead" paper and talk to them about the top ten priorities.

Then I want to ask them the following:

1. Any edits with respect to the "Way Ahead."
2. Any edits with respect to the "Top Ten."
3. I want them prepared to come to the meeting with their five top priorities for their institution.
4. I want them to give me their priorities based on the QDR, the DPG, the CPG, the "Way Ahead" and my "Top Ten."
5. I want them to tell me their top tradeoff areas—what they think they can stop doing, so they can start doing some other things.

Thanks.

DHR:dh
072202-3

22Jul02

Please respond by _____

U19284 02

snowflake

July 22, 2002 7:36 AM

3101

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: Freedom to Manage

We do need to get freedom to manage. I wonder if we ought to be bolder.

If there has ever been a time to get all of our intelligence agencies freed up the way CIA is, for example, now is the time, so that we have much greater flexibility.

Please take a look at that and see me.

Thanks.

DHR:dh
072202-2

Please respond by 08/09/02

secret

U19285 02

snowflake

July 22, 2002 7:28 AM

31/000

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Ops Centers

I think there probably is no need for any Service to have an ops center. We ought to create an element at the National Military Command Center that provides the kind of information that they really need and a way for them to connect to it.

We might even call it a "Joint Information Center," a "Joint Tracking Center" or a "Joint Service Center." We could come up with a clever name like that—like "motherhood and apple pie," that suggests: 1) they are not in operations and 2) that we want jointness, not insularity.

Thanks.

DHR:dh
072002-20

Please respond by 08/02/02

22JUL02

U19286 02

Snowflake

July 23, 2002 4:24 PM

IRAQ

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Inspections

After you left the meeting, I raised the question of the risk that the Iraqis will grab the UN inspections at the last minute—once they realize they have to do something—and everyone in the room agreed—Condi, Colin and everyone else. Condi agreed, and my impression is that we have laid down a marker on that, so let's keep pushing on it.

Thanks.

DHR:dh
072302-1

Please respond by _____

U19287 02

23JUL02

GENERAL COUNSEL

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

INFO MEMO

July 18, 2002, 5:00 PM

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel

SUBJECT: Your Question About Violation of Airspace

- You commented that one of the ways to keep people from flying close to the White House and Capitol is to start prosecuting violators of the no-fly zone.

- On July 2, 2002, I spoke with the General Counsel, Department of Transportation (DOT), and Chief Counsel of the Federal Aviation Administration (FAA), both of whom are working on this issue.

- The General Counsel of DOT provided me a briefing paper summarizing what DOT is doing to stop the airspace violations.

  - Post September 11 airspace violations demonstrate a substantial disregard for safety and security. Accordingly, violations will usually result in a 30-90 day license suspension for single, inadvertent, first-time operation within a restricted or prohibited area and a license revocation for a deliberate violation.

  - New initiatives by the FAA include posting graphic displays of restricted areas on the Internet and meeting with pilot organizations to enlist their assistance in increasing pilot awareness of the restrictions. They intend to continue to work with the Defense Department on better ways to publicize restrictions.

- I provided the Deputy Secretary with talking points for a telephone call to the Deputy Secretary of Transportation. (See attached.) I understand he made the call.

Coordination: NONE

Attachments:
As stated.

SPL ASSISTANT DI RITA	
SR MA GIAMBASTIANI	
MA BUCCI	
EXECSEC WHITMORE	

GENERAL COUNSEL
OF THE DEPARTMENT OF DEFENSE
WASHINGTON

7/3/02

NOTE FOR DEPSEC DEF

· Recommend you call Deputy Secretary of Transportation using attached talking points.

W J Haynes

Talking Points for Telephone call to Deputy Secretary of Transportation (Michael Jackson (b)(6)

- The threat of aerial attacks in the national capital region is significant.
- DoD has a CAP over the Washington area to engage any attackers.
- We understand there have been a large number of unauthorized intrusions into the restricted airspace since September 11.
- We hear that these intruders have been "innocent" of malicious intent, but even so, this "clutter" is not helpful – and apparently is not decreasing.
- This "clutter" is dangerous for at least three reasons:
    - Each intruder is at risk of being shot down.
    - Each intruder diverts attention from the real bad guys, nullifying the CAP
    - Each intruder drains costly resources
- Because of this, we want to make doubly sure that DoT and FAA are doing everything they can to reduce this clutter, such as:
    - Revoking licenses
    - Imposing substantial financial penalties for violating the restrictions, whatever the reason for the violation
    - Publicizing widely the dangers and the consequences
    - Other?
- Jim Haynes spoke yesterday with your general counsel (Kirk Van Tine) and the chief counsel of the FAA (David Leitch), who are working on the issue.
- I would appreciate your following up closely on this important and urgent matter.

snowflake

July 3, 2002 12:49 PM

TO: Jim Haynes

FROM: Donald Rumsfeld DR.

SUBJECT: Violation of Airspace

One of the ways to keep people from flying close to the White House and the Capitol and clarify who the planes are that are up there is to start prosecuting the people who break the no-fly zone over the White House and the Capitol.

Please get work going on that.

Thanks.

DHR:dh
070302-9

Please respond by 08/02/02

7/20
Haynes response attached

7/22

U19222 02

snowflake

272

TO: Gen. Dick Myers

FROM: Donald Rumsfeld DR

DATE: July 23, 2002

SUBJECT:

300.8

The other day I took a look at the list of JCS Directives and Joint Publications.

Why don't you take a look at those and tell me what procedures you think we ought to establish, which ones ought to be discontinued, which ones ought to be transferred to some OSD element, which ones ought to be approved by me, etc.

Just take a general review of them and tell me what you think. I found it kind of a strange list.

Thanks.

DHR/azn
072302.10

Attach: Action Memo 7/16/02 – CJCS Promulgation of Publications and Instructions

Please respond by: 8/5/02

23 Jul 02

U19289 02

#272

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CM-462-02
26 August 2002

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, FOR CJCS 8/25

SUBJECT: Joint Staff Directives and Joint Publications

- Per your request[1], I have reviewed the list of JCS instructions and publications.

- In the same way the Joint Strategic Capabilities Plan amplifies your Contingency Planning Guidance, these instructions and joint publications facilitate my ability to carry out your directives and those of the President; fulfill statutory functions; and implement Departmental policy, procedures and guidance.

- DOD directives/instructions and CJCS instructions/manuals assign responsibility as follows:

Responsibilities Assigned by Directive/Instruction

Directive/ Instruction/ Manual	OSD Staff	Military Secretaries	Combat Support Agencies	CJCS	Combatant Commands	Joint Staff Directorates	Joint Chiefs
DOD	X	X	X	X	X		
JCS					X	X	X

- As depicted, overlap exists with the combatant commanders; however, DOD direction is strategic in nature while CJCS instructions are written at the joint operational level.

  - CJCS instructions and manuals direct operational and tactical responsibilities. They are reviewed annually for changes/cancellation.

  - With regard to joint doctrine publications, my staff recently began the process of consolidating 115 documents into less than 70. This effort is expected to be completed as a refined doctrinal hierarchy within the next 2 years.

- I will ensure these instructions and manuals do not duplicate your guidance to combatant commanders.

COORDINATION: None

Attachment:
As stated

Prepared By: BG Mark P. Hertling, USA; Director for Operational Plans and Joint Force Development; (b)(6)

- CJCS 3401B - CJCS Guide to the Chairman's Readiness System, 01 September 2000

- JS Guide 5260 - Service Member's Personal Protection Guide: A Self-Help Handboc to Combat Terrorism While Overseas, 01 April 2000

- CJCSI 1100.01A - Award of Trophies and Similar Devices in Recognition of Accomplishments, 01 September 1999

- CJCSI 1101.01C - Chairman of the Joint Chiefs of Staff Civilian Awards Program, 05 January 2000

- CJCSI 1120.01A - Streamers and Distinguishing and Positional Flags for Joint Commands, 01 November 1998

- CJCSI 1210.01B - Joint Training for US Personnel Assigned to NATO Commands ar the NATO Defense College, 15 December 2001

- CJCSI 1301.01B - Policy and Procedures to Assign Individuals to Meet Combatant Command Mission-Related Temporary Duty Requirements, 01 July 2001

- CJCSI 1310.01B - Joint Chiefs of Staff Identification Badge, 08 May 2001

- CJCSI 1320.01B - Assignment of Enlisted Personnel to the Joint Staff, 13 April 2001

- CJCSI 1330.01B - Assignment of Officers (0-6 and Below) to the Joint Staff, 4 June 2001

- CJCSI 1330.02A - Review of Promotion Selection Board Results by the Chairman of the Joint Chiefs Of Staff, 1 May 1997, CH-1, 15 December 1997

- CJCSI 1331.01A - Manpower and Personnel Actions Involving General and Flag Officers, 12 February 1999, CH - 1, 15 March 1999

- CJCSI 1332.01 - Joint Officer Management Policy Provisions Concerning Joint Specialty Officer Selection Boards, 15 June 1997

- CJCSI 1800.01A - Officer Professional Military Education Policy, 01 December 2000

- CJCSI 2030.01A - Chemical Weapons Convention Compliance Policy Guidance, 09 August 2001

- CJCSI 2110.01A - International Transfer of Defense-Related Technology and Munitions, 1 March 2000 Size = 38K

- CJCSI 2211.01A - Visits by Students or Staff Members of Foreign National or International Defense Colleges, 27 May 1999 Size = 48K

11-L-0559/OSD/13287

CJCS Guide 3122 - Time-Phased Force and Deployment Data (TPFDD) Primer, 01 November 2001

- CJCS Handbook 5260 - Commander's Handbook for Antiterrorism Readiness, 01 January 1997

- CJCSI 2010.01B - Procedures Relating To The Conduct Of Military Affairs Of The Military Committees, NATO, 15 August 1997

- CJCSI 2310.01A - Implementation Procedures for Agreement on Measures to Reduce the Risk of the Outbreak of Nuclear War Between the United States of America and the Former Soviet Union, 03 October 2000

- CJCSI 3110.08B - Geospatial Information and Services Supplemental Instruction to Joint Strategic Capabilities Plan FY 1998, 21 June 1999

- CJCSI 3110.16 - Military Capabilities, Assets, and Units for Chemical, Biological, Radiological, Nuclear, and High Yield Explosive Consequence Management Operations, 10 November 2000

- CJCSI 3125.01 - Military Assistance to Domestic Consequence Management Operations in Response to a Chemical, Biological, Radiological, Nuclear, or High-Yield Explosive Situation, 03 August 2001

- CJCSI 3151.01 - Global Command And Control System Common Operational Picture Reporting Requirements, 10 June 1997)

- CJCSI 3290.01A - Program for Enemy Prisoners of War, Retained Personnel, Civilian Internees, and Other Detained Personnel (EPW/Detainee Policy), 15 October 2001,

- CJCSI 3330.01A - Policy for Recommendation of Aliens for Immigration, 15 April 2002

- CJCSI 3341.01 - Guidance On Preparing National Intelligence Estimates, 14 January 1998

- CJCSI 3411.01A - Key Personnel Location Reports to the National Military Command Center, 12 June 2000

- CJCSI 3710.01 - Delegation of Authority for Approving Operational Support to Drug Law Enforcement Agencies and Counterdrug-Related Deployment of DOD Personnel, 28 May 1993

- CJCSI 3901.01A - Requirements for Global Geospatial Information and Services, 26 July 1999

- CJCSI 4110.01A - Uniform Material and Issue Priority System-Force/Activity Designators, 15 February 2000

- CJCSI 5220.01 - Security Classification Policy For Multiple Independently Targetable Reentry Vehicles and Maneuverable Reentry Vehicles, 1 April 2001

- CJCSI 5221.01A - Delegation Of Authority To Commanders Of Combatant Commands To Disclose Classified Military Information To Foreign Governments And International Organizations, 06 April 1999

- CJCSI 5261.01B - Combating Terrorism Readiness Initiatives Fund, 1 July 2001

- CJCSI 6140.01 - NAVSTAR Global Positioning System Selective Availability Anti-Spoofing Module Requirements, 22 October 1998

- CJCSI 6210.03 - Command Center Processing and Display System Replacement and Processing and Display Subsystem Downtime Reporting, 15 October 1997

- CJCSI 6210.04 - Management Of The Command Center Processing And Display System - Replacement, 26 November 1997

- CJCSI 6250.01A - Satellite Communications, 10 December 2001

- CJCSI 6510.01C - Information Assurance and Computer Network Defense, 01 May 2001,

- CJCSI 6510.06 - Communications Security Releases to Foreign Nations, 15 February 2001

- CJCSI 6731.01 - Global Command and Control System Security Policy, 31 December 1998

- CJCSM 1600.01 - Joint Manpower Program Procedures, 30 April 1998
- CJCSM 3113.01A - Theater Engagement Planning, 31 May 2000
- CJCSM 3141.01A - Procedures For The Review Of Operation Plans, 15 September 1998
- CJCSM 3150.01 - Joint Reporting Structure General Instructions, 30 June 1999
- CJCSM 3150.02- Global Status of Resources and Training System (GSORTS), 15 April 2000
- CJCSM 3150.05A - Joint Reporting Structure (JRS) Situation Monitoring Manual, 1 May 2001
- CJCSM 3150.07A - Joint Reporting Structure Communications Status, 19 April 2001
- CJCSM 3150.13 - Joint Reporting Structure - Personnel Manual, 1 August 1999
- CJCSM 3150.14A - Joint Reporting Structure (JRS) -- Logistics, 30 April 2000
- CJCSM 3150.23A - Joint Reporting Structure--Logistic Factors Report, 1 April 1997
- CJCSM 3320.01 - Joint Operations in the Electromagnetic Battlespace, 6 January 2000
- CJCSM 3430.01 - Crisis Staffing Procedures for the Chairman of the Joint Chiefs of Staff, 31 July 1996
- CJCSM 3500.03 - Joint Training Manual for the Armed Forces of the United States, 01 June 1996, CH-4, 28 September 1998
- CJCSM 3500.04B - Universal Joint Task List, 1 October 1999, CH-1, 1 November 1999
- CJCSM 3500.05 - Joint Task Force Headquarters Master Training Guide, 15 April 1997
- CJCSM 5002.01A - Meetings in the JCS Conference Room, 31 March 2001
- CJCSM 5712.01B - Standards for Visual Aids Used in the Joint Staff, 4 September 2001
- CJCSM 6231.01B - Manual for Employing Joint Tactical Communications - Joint Systems Management, 17 November 2000
- CJCSM 6231.02A - Manual for Employing Joint Tactical Communications - Joint Voice Communications Systems, 01 August 1998
- CJCSM 6231.04A - Manual for Employing Joint Tactical Communications, 26 February 2000
- CJCSM 6721.01 - Global Command and Control System (Gccs) Functional Requirements Evaluation Procedures, 15 March 1997

- CJCSN 3001 - Cancellation of CJCSI 3001.01A, 15 June 2001
- CJCSN 3112 - Cancellation of CJCSI 3112.01, 01 May 1998
- CJCSN 3120 - Cancellation of Joint Publication (JP) 3-05.3, 11 February 2002
- CJCSN 3306 - Cancellation of Joint Publication (JP) 3-50, 7 June 2001
- CJCSN 3307 - Cancellation of Joint Publication (JP) 3-50.1, 7 June 2001
- CJCSN 3501 - Cancellation of CJCSN 3501, 3 October 2001
- CJCSN 3502 - Cancellation of CJCSN 3502, 3 October 2001
- CJCSN 5113 - Preservation of Agency Records, 14 September 1995
- CJCSN 5114 - Implementation of Executive Order 12958, Classified National Security Information, 10 November 1996
- CJCSN 5116 - Preservation of Iranian Foreign Military Sales Records, 30 September 1997
- CJCSN 5120 - Joint Publication Development Transition Plan, 1 April 2000
- CJCSN 5121 - Implementation of Executive Order 131142, "Amendment to Executive Order 12958--Classified National Security Information," 29 March 2000
- CJCSN 5202 - Cancellation of MCM-163-98, 08 November 2001
- CJCSN 5760 - Preservation of Historical Records of Operations Enduring Freedom and Noble Eagle, 05 June 2002
- CJCSN 6211 - Cancellation of CJCSI 6211.03, 1 April 2002
- CJCSN 6512 - Cancellation of CJCSI 6630.01A, 15 August 2001

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Joint Publication 3-33: *Joint Force Capabilities* (Oct 1999) 59

Joint Publication 4-0: *Doctrine for Logistic Support of Joint Operations* (Apr 2000) 65

Joint Publication 5-0: *Doctrine for Planning Joint Operations* (Apr 1995) 71

Joint Publication 6-0: *Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Joint Operations* (May 1995) (In Revision) 81

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Appendix A
Joint Force Employment Considerations A-1

11-L-0559/OSD/13292

snowflake

TO: (b)(6)

FROM: Donald Rumsfeld DR

DATE: July 23, 2002

SUBJECT:

W4550

I don't know who the attached should go to, Terri Lukach or to Bonnie Sciarretto?

Please make it right.

Thanks.

DHR/azn
072302.08

Attach: SecDef response to email

Please respond by: 7/29/02

U19290 02

snowflake

SEND VIA EMAIL

TO: Terri Lukach

FROM: Donald Rumsfeld DR

DATE: July 23, 2002

SUBJECT:

I remember the young people standing by the White House as I left the State dinner. As I recall, I was one of the first ones to leave. I did indeed roll down the window and wave to them! It was good to see them.

Please tell your friend in Connecticut who was showing them around Washington, that I was delighted to see them and thanks for her support.

Thanks.

DHR/azn
072302.07

Henry, Delonnie, CIV, OSD

From: Lukach, Terri CIV, OASD-PA
Sent: Monday, July 22, 2002 11:51 AM
To: (b)(6) CIV, OSD
Subject: CT for Rumsfield

Delonnie,

Last week, when the Secretary was leaving the White House one evening, there was a group of high school kids standing nearby who began to cheer wildly as his car pulled out. He rolled down the window and waved to them with a big smile. They were thrilled. Turns out they were a group of high school kids escorted by a friend of mine from Connecticut who was showing them around Washington. Thus, the message below if you'd like to pass it along. By the way, my friend gets up a 5 a.m. to watch reruns of the Secretary's press briefings before she goes to work. So he surely does have a fan club in Connecticut.

Terri

-----Original Message-----
From: Sciarretto, Bonnie L. [mailto (b)(6)
Sent: Monday, July 22, 2002 11:42 AM
To: 'Lukach, Terri CIV, OASD-PA'
Subject: RE: Hi

Thanks so Much !!!! I don't expect you to get right to my "stuff" and appreciate your efforts on all fronts. Hope to be able to treat you to a dinner soon. Take Care! Don't forget to tell "Rummy" we love him here in CT

" Bonnie"

Bonnie L. Sciarretto
Legislative Aide to Senator Winthrop Smith, Jr.
(b)(6)

11-L-0559/OSD/13295

snowflake

TO: Jim Haynes

FROM: Donald Rumsfeld

DATE: July 23, 2002

SUBJECT:

Larry Di Rita 9/27

Maybe we ought to think about everything that we allow people to sign; contractors and everything else where they explicitly say that they will not release classified information.

Thanks.

DHR/azn
072302.04

Please respond by: 7/29

Response Attached
SPB
9/24

(I took all the Tabs off. Package was quite thick. Di Rita)

U19292 02
11-L-0559/OSD/13296

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

GENERAL COUNSEL

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel of the Department of Defense

SUBJECT: Release of Classified Information

- You asked whether we ought to include a provision in our personal services and other contracts requiring individuals to state that they will not release classified information.
- Essentially, we already do so.
  - Under the Federal Acquisition Regulations (Tab A) and DoD Supplement (Tab B), for contracts that require contractor employees to have access to classified information—
    - DoD's *National Industrial Security Program Operating Manual* (excerpt at Tab C) requires each affected contractor employee to sign the same nondisclosure agreement required for all DoD employees (Tab D).
    - DoD contractor employees with access to Top Secret, Special Access Program (SAP), or Special Compartmented Information (SCI), also must orally attest to their security responsibilities (Tab B).
    - DoD Regulation 5200.1-R (excerpt at Tab E) requires that all DoD personnel, including employees under personal services contracts for experts and consultant services, who require access to classified information must sign the same nondisclosure agreement.
    - Each contract must include a contract clause that requires the contractor to sign a security agreement (Tab F) and to comply with DoD's *National Industrial Security Program Operating Manual*.

COORDINATION: None

Attachments:
As stated
Prepared by: Helen Sullivan (b)(6)

snowflake

7/25 1030

Col - Bucci See Secdef note 7/26

July 23, 2002 4:39 PM

Larry Di Rita 7/26

TO: Larry Di Rita
Col. Bucci

ADVANCE GIVEN TO BUCCI

FROM: Donald Rumsfeld DR

SUBJECT: CIA Briefing

Larry Di Rita 7/25

I need an appointment to see a CIA briefing about accounts that Tenet suggested I see. He said it is lucrative.

I would like Gen. Myers and Doug Feith to sit in as well, or at least Gen. Myers. I will do it out there if he wants or here, whatever he recommends. I don't know if it is mobile.

Thanks.

DHR:dh
072302-4

Please respond by 08/02/02

Larry

Pls ask if this was the stuff done yesterday

Col B

7/25

SecDef -

I think you did this ~~yesterday~~ WED here with Tenet.

Yes ✓

No, schedule ✓

I doubt it Art Tenet

SECDEF HAS SEEN
JUL 26 2002

337

U19293 02

20 Jul 02

11N-0559/OSD 13298

snowflake

July 23, 2002 4:36 PM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Finances Committee

Do you think Haver is the right person to be representing us on the freezing finances committee? I would think it ought to be someone out of Policy. What do you think?

Thanks.

SECRET-NAS OCEN

DHR.dh
072302-3

Please respond by 08/02/02

→ SD 7/26/02
I dont know how Rich Haver get the assignment to begin with, but I think Marshall Billingslea as PDASD/SOLIC should have it henceforth.
I'll call Haver about this
Doug Feith

7/26/02

U19294 02

11-L-0559/OSD/13299

7/24 snowflake
1430

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

DATE: July 23, 2002

SUBJECT:

I want to talk to you and Steve Cambone about my role in the budget of the studies. I am afraid it is all being oriented to the deputy which won't work.

Thanks.

DHR/azn
072302.14

Please respond by: 7/30

Done 8/20

U19296 02

snowflake

July 24, 2002 2:22 PM

TO: Larry Di Rita
Col. Bucci

FROM: Donald Rumsfeld DR

SUBJECT: Trip to Texas

I need to plan on being in Crawford, Texas, on August 21 for most of the day for meetings with the President. The Vice President is canceling other things in order to be there, so it is unlikely we are going to move that date. That will be the date.

I will very likely go on to Taos from there. I might take Joyce with me or I might not.

Thanks.

DHR:dh
072402-8

3335D

Please respond by _____

7/25

SECDEF -

My understanding is that you will have meetings beginning around 8:00 am. You will have 2 hours (9:45 - 11:45) of time to brief the President on topics of your choosing. This will be followed by a lunch and then it's over.

24 Jul 02

U19290 02
11-L-0559/OSD/13301

snowflake

July 24, 2002 11:03 AM

TO: Larry Di Rita
Col. Bucci

FROM: Donald Rumsfeld DR

SUBJECT: Trip to Korea

When I go to Korea, I might want to see a field that has been dedicated to Dick O'Keefe, a friend of mine from high school.

Thanks.

DHR:dh
072402-3

333 SD

Please respond by _____

24 Jul 02

U19299 02

SNOWFLAKE

CLOSE HOLD

July 24, 2002 5:12 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Ambassadors

Please ask Paul Wolfowitz, Doug Feith, Gen. Myers and Gen. Pace their thoughts on the attached list.

It is a list of countries I told the President we needed to have some sort of criteria for when he appoints an ambassador. Then we could have a chance to comment on who might be appointed, so we get people who can manage the defense aspects of it better than is currently the case.

Thanks.

Attach.
07/24/02 SecDef MFR: DoD Interests [072402-13]

DHR:dh
072402-14

Please respond by 08/16/02

29 Jul 02

U19500 02

CLOSE HOLD

snowflake

July 24, 2002 5:09 PM

SUBJECT: DoD Interests

List of countries with heavy DoD interest:

Afghanistan
Pakistan
India
Uzbekistan
Turkey
Japan
Korea
Philippines
NATO

DHR:dh
072402-13

snowflake

July 24, 2002 4:48 PM

TO: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Transcripts

You have to get somebody with some knowledge to review things before they are printed on the Pentagon website, like this Kurdistan for Kyrgyzstan. That is a serious mistake. We don't need to do that.

Please get somebody who has good knowledge to read these things, rather than some transcriber. Please tell me how you are going to fix it.

Thanks.

Attach.
07/24/02 DepSecDef note to SecDef w/attached e-mail

DHR:dh
072402-11

Please respond by _____

8/7

Lotty Di Rita

U19301 02

TO: SECDEF

FROM: Torie Clarke

DATE: 5 August 2002

SUBJECT: Transcripts/Kurdistan/Kyrgyzstan

We have instructed Federal News Service to pay close attention to proper names when transcribing and to call the Press Ops duty officer if they have any questions or confusion. Additionally, the duty officer will take additional steps above and beyond the current proofing to include:

1) Listening to the tape of the briefing while reviewing the transcript to ensure the transcript accurately reflects the comments made,

2) Watching the briefing as it occurs to note any sensitive topics and to better understand the context of comments; and

3) Paying special attention to geographic locations and the names of people mentioned in the transcript.

THE DEPUTY SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

July 24, 2002

SPB 7/24

Don,

Apparently the Pentagon website transcribed your Monday press conference inaccurately, so that what should have been a reference to deploying aircraft in Kyrgyzstan came out Kurdistan.

It was corrected, but not before the mistake played in the Turkish press.

This is FYI only.

Paul W.

Crowder, Susan, CIV, OSD

From: Kellems, Kevin, CIV, OASD-PA
Sent: Wednesday, July 24, 2002 8:52 AM
To: Clarke, Torie, CIV, OASD-PA; Whitman, Bryan, SES, OASD-PA; Taylor, Tim, CAPT, OASD-PA
Cc: Luti, William, , OUSDP
Subject: FW: flap over SecDef and "Kurdistan"

FYI

-----Original Message-----
From: Ward, Francis [mailto:wardf@state.gov]
Sent: Wednesday, July 24, 2002 12:44 AM
To: Schwartz, Larry(Main State); Harper, Ramona P(IIP/G/EUR); (U)
Johnson, Christine A(IIP/G/EU); kevin.kellems@osd.mil
Cc: Glover, Roy A(Main State); Gollner-Sweet, Katharina P(Main State)
Subject: flap over SecDef and "Kurdistan"

Colleagues: The Monday July 22 press conference of SecDef Rumsfeld and Genl Myers included a reference by the SecDef to F-16s of coalition partners flying to what was reported as "Kurdistan". Sate website properly reported the location as "Kirgizistan". Website report at Pentagon was changed from Kurdistan to Kyrgizistan by the end of the day, but not until Foreign Ministry spokesman called me to tell me that the press had caught the gaffe and were burning upo the wires. It hit last night's Turkish Daily News in English and will be noted in this morning's papers. This morning's Washington File carries the unedited version. We will edit before sending out WF here, but please make corrections on any further electronic postings or distribution of the document. "Kurdistan" is a loaded term here and after DeSECDEF Wolfowitz went to some effort to dispell fears that we were supporting a Kurdish state in Northern Iraq, we don't want to back track. thanks all. frank

Francis B. Ward
Counselor for Public Affairs
American Embassy, Ankara, Turkey
(b)(6)

11-L-0559/OSD/13308

snowflake

July 24, 2002 3:37 PM

TO: Steve Price

CC: Paul Wolfowitz
John Stenbit

FROM: Donald Rumsfeld DR

SUBJECT: 3G Spectrum

John Stenbit tells me that the spectrum agreement is a good one for the Department of Defense. It is very important, and I appreciate all you did to get it done.

Thanks.

DHR:dh
072402-10

Please respond by _____

U19302 02

snowflake

July 24, 2002 2:18 PM

Sir:
1) We have invited him 1-2 times, schedule didn't work but we will pursue again.
2) With good groups, we always try to get a sub.
This group may not want to go later than 7pm, but we'll try.
T.C.

TO: Torie Clarke

CC: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Outreach to Key Operatives

We ought to include Red Cavaney, the President and CEO of the American Petroleum Institute, and some people like that who are key operatives with large groups around town to come in as part of the outreach.

When I get a request to speak, like this one from Red Cavaney, we ought to offer up Paul Wolfowitz, Pete Aldridge or someone else to speak, and see if they would like that.

Thanks.

Attach.
07/17/02 Cavaney ltr to SecDef
07/24/02 SecDef reply

DHR:dh
072402-9

Please respond by 08/02/02

cc: Brant Krueger

24 Jul 02

Larry Di Rita
7/29

U19305 02

7/29 SOD 7/29

11-L-0559/OSD/13310

American Petroleum Institute

1220 L Street, Northwest
Washington, DC 20005-4070
(b)(6)

Red Cavaney
President & CEO

SECDEF HAS SEEN
JUL 24 2002

July 17, 2002

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

Dear Mr. Secretary:

On behalf of the Board of Directors of the American Petroleum Institute, I am writing to invite you to address the chief executive officers and other senior executives of our member companies at our 2002 Annual Meeting to be held at the Ritz-Carlton Hotel in Washington, D.C. on October 13-15. This "invitation only" meeting brings together approximately 250 of the top leaders of the U.S. oil and natural gas industry. We would be pleased to have your participation at either of our General Sessions on the mornings of Monday, October 14, or Tuesday, October 15. We can also make arrangements for Monday afternoon, if that is easier for you. In short, we are prepared to do whatever we can to accommodate you.

I know you appreciate the critical role our industry plays in helping maintain our national security and the considerable number of areas of interface in which our industry is actively involved with the DOD.

Your participation would be a highlight of the year for us. I hope you can join us.

Warm regards,

Red

Rummy - you're doing fabulous, as usual! Dell bet to Joyce. Love you can be with us. Red

THE SECRETARY OF DEFENSE
WASHINGTON

Mr. Red Cavaney
President & CEO
American Petroleum Institute
1220 L Street, NW
Washington, DC 20005-4070

Dear Red,

I am afraid I am not going to be able to make it to your function. I do appreciate the nice thought.

My life is simply way too hectic.

Best regards,

snowflake

July 25, 2002 7:51 AM

TO: Marc Thiessen

CC: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Larry Kaplan

You might make it a point to meet this fellow, Larry Kaplan, who is mentioned in the attached article. He could be helpful in the remarks.

Thanks.

Attach.
07/24/02 Tom Bowman, "Do You Need Any History?" *Baltimore Sun*

DHR:dh
072502-1

Please respond by 08/16/02

3147

25 Jul 02

U19304 02

Other problems noted in the report were rescue workers' lack of familiarity with the physical layout of the Pentagon. Because of ensuing traffic problems, FBI agents from Quantico got to the Pentagon faster than many of those responding from the District. And communications and coordination with area hospitals were also flawed.

Carlee said he hopes the report will help others move beyond the theoretical. "We hope [it] will serve as a blueprint for other communities," Carlee said. "Every community has a Pentagon."

New York Times
July 24, 2002

8. Study Calls Rescue At Pentagon Chaotic

By The New York Times

WASHINGTON, July 23 — The rescue response to the Sept. 11 attack on the Pentagon was plagued by communication lapses and poor organization among local rescue workers, a study has concluded.

The study, commissioned by Arlington County, Va., where the Pentagon is, and paid for by the Justice Department, found that unsolicited help only made the situation more complicated and dangerous for dispatched rescuers.

There were numerous communications problems, too, because phone signals were jammed, and as a result, patients were transported to hospitals in an unorganized manner.

There was also a lack of supplies to deal with such a large attack, the report found, and not enough emergency medical equipment like batteries and breathing apparatus.

Arlington County, which is also home to Reagan National Airport, has had an emergency attack plan since 1995, but Sept. 11 was the first time it was put to the test.

"This is what we were prepared for and these are challenges we could have overcome," said Dana Williams, an Arlington County spokeswoman. "If something like this was to happen again, we would be better prepared."

The Titan Systems Corporation, a consulting firm, compiled the report.

Bloomberg.com
July 23, 2002

9. Interrogation Of Al-Qaeda, Taliban Flawed, Panel Says

By Tony Capaccio

Washington -- U.S. military interrogators of Taliban and al-Qaeda prisoners in Cuba lack language skills and experience, says the House Select Committee on Intelligence.

Committee members and staff who visited the Navy compound at Guantanamo Bay on three occasions found a shortage of linguists, interrogators and intelligence officers, the panel says in a report attached to the fiscal 2003 budget for the primary U.S. spy agencies, including the Central Intelligence Agency, Defense Intelligence Agency and National Security Agency.

The report is the first congressional criticism of U.S. interrogation efforts. Human rights and legal organizations have faulted prisoners' accommodations and medical care and have challenged plans to try them before a military tribunal.

``The committee is very concerned the intelligence collection effort is exhibiting, in a microcosm, a number of problems that have plagued the intelligence community over a number of years," the report said. ``Perhaps most troubling, is the low priority and low regard" the government appears to give the interrogations, it said.

``The committee's concerns are being addressed and several options are being reviewed," Pentagon spokeswoman Navy Lt. Commander Barbara Burfeind said.

The panel's chairman, Representative Porter Goss, a Florida Republican and former CIA field agent, wasn't available to comment on the report. The panel said its findings are discussed in detail in a classified appendix.

The unclassified report suggested the flaws are complicating U.S. efforts to gain intelligence that could prevent an attack.

``The intelligence community must ensure that any and all actionable intelligence that may aid in averting potential terrorist attacks is gained," the report said. ``If problems in doing so exist, they must be corrected quickly."

Lawmakers and staff ``observed that the interrogation efforts have been hampered by a lack of appropriate training, a dearth of language-skilled personnel and a lack of depth and breadth of analytical experience," the report said.

Dallas Morning News
July 24, 2002

10. Kuwaiti Security Delegation To Visit Detainees In Cuba

Officials to interrogate 12 fellow citizens being held by U.S.

By Associated Press

KUWAIT – A Kuwaiti security delegation will visit the U.S. naval base in Guantánamo Bay, Cuba, next month to interrogate 12 Kuwaitis being held there on suspicion of ties to Osama bin Laden's al-Qaeda network, a senior Kuwaiti official said Tuesday.

The team of security officials, which was formed about two months ago, is expected to leave Aug. 16, the official said on condition of anonymity.

The official said the group would identify and interrogate the Kuwaiti detainees and would be briefed on the U.S. investigation.

Relatives of the detainees have said they were in Afghanistan performing humanitarian work with Muslim charitable organizations and are not members of Mr. bin Laden's network, which was blamed for the Sept. 11 attacks in the United States.

Kuwaiti Parliament Speaker Jassem al-Kharafi on Tuesday called on the United States to allow relatives to visit the detainees in Guantánamo Bay and to grant them "their right" for legal representation.

"Despite our tight ties with the United States ... we demand that the American government consider defendants innocent until proven guilty," Mr. al-Kharafi told reporters. He said all prisoners, American or not, should be treated equally.

The families have appealed in U.S. District Court in Washington, D.C., for their loved ones to be set free or given access to attorneys. The U.S. government argues the men captured in the war are "enemy combatants" without such rights.

Kuwait, which owes its 1991 liberation from a seven-month Iraqi occupation to a U.S.-led international coalition, is a major Gulf ally of Washington. The government has supported the war on terrorism in Afghanistan, but Kuwait's politically strong religious fundamentalists have opposed the war, saying it is killing fellow Muslims.

More than 550 prisoners from 39 countries are in U.S. custody at the naval base.

Defense Secretary Donald Rumsfeld said in February that authorities were interrogating detainees to build legal cases as well as gather intelligence. The men could stand trial, be sent home for prosecution, or be kept indefinitely, he said.

Intelligence and law enforcement agents from Britain, Yemen, Bahrain, Spain, Denmark, France and other countries have visited their detainees in Guantánamo Bay to ask how they were treated and to help U.S. investigators.

Baltimore Sun
July 24, 2002

11. 'Do You Need Any History?'

Pentagon: He never enlisted, but Larry Kaplan keeps the Army mindful of its past, especially in the field of weapons.

By Tom Bowman

WASHINGTON - One day last fall, inside the secret Army Operations Center in the Pentagon's basement, a young officer briefed the assembled brass. He told of U.S. soldiers wounded by shrapnel in Afghanistan.

Seated off to one side, Larry Kaplan, an Army historian, could only shake his head.

"Shell fragments," he thought to himself. "Not shrapnel."

The meeting broke up, and Kaplan explained to the staff officers that "shrapnel" was named after a 19th-century British artillery officer, Gen. Henry Shrapnel, who first placed small lead balls inside a cannon ball to increase its killing power. Shrapnel was used until World War II, when it was replaced by a high-explosive charge that fragmented the shell casing.

Maj. Gen. Peter Chiarelli, the center's director, heard the explanation.

"Fix it," he told the officers.

It was another small victory for Kaplan, 47, a precise and chatty fixture around the Army corridors, who tends to pop into offices with a cheery, "Do you need any history today?"

A Ph.D. with the service's Center for Military History, Kaplan is one of two Army liaisons who provide a fact or quote for high-level speeches, write reports about operations - "A History of American Presence in the Middle East" and "History of Non-Commissioned Officers Drawdown" - and check press announcements for accuracy.

Kaplan's subterranean office bulges with reports and stacks of dusty books. Musket balls and shells sit on a corner of his desk. A World War I trench knife protrudes ominously from a sheath of magazines. Prints of Revolutionary soldiers line the walls, alongside pictures of their World War II descendants.

Between chirps of the phone and the flash of e-mail, Kaplan is asked about a small cannon ball on his desk. Eyes widening, he exudes boyish fervor as he discusses the finer points of 18th-century black-powder weaponry. A listener is then given a linear history lecture that ends 20 minutes later with a mention of the World War II-era proximity fuse.

Kaplan's credo is "Don't assume facts not in evidence," and he studies contemporary Army reports and memoirs to verify the correct answers. He likens his work to that of an emergency room doctor performing triage.

There are times when the doctor is too late to save the patient. He recalls that former Army Secretary Louis Caldera once appeared before a gathering and passed on some conventional wisdom: Audie Murphy was "the most decorated soldier of World War II."

"The Army doesn't recognize that," says Kaplan, who had not reviewed that speech. He notes that it would be all but impossible to distinguish among countless bemedaled heroes. "We have a dislike for superlatives."

He was able to catch a crucial error last year before it was uttered in a speech by an Army leader: that the Army was organized in 1775 under the First Continental Congress. Kaplan corrected it to the Second.

All four military services have their own historians. But among Army officers, Kaplan has a reputation for being not only knowledgeable but also reliable and seemingly always available.

"Dr. Kaplan is the equivalent of a beat cop," says Lt. Col. Ryan Yantis, a public affairs officer who turns to Kaplan for "pesky little history-type questions."

Lt. Col. Allen Gill, a speechwriter for Gen. Eric K. Shinseki, the Army chief of staff, recalls Kaplan showing up, bearing thick folders, within an hour or so after Gill submitted a query.

Two weeks ago, Kaplan aided in a speech the general gave to Filipino-American World War II veterans, by charting the origins of the Filipino scout units in the early 20th century.

A native of New Rochelle, N.Y., Kaplan recalls no great epiphany as a youth that led him to study military history. Like many other kids in the mid-1960s, he loved John Wayne war movies. His father was an Army policeman at Fort Dix, N.J., after World War II, and his grandfather had served in Europe with the American Expeditionary Force during World War I.

In college, at Ohio Wesleyan University during the Vietnam War, Kaplan entered the Air Force ROTC program - "I wanted to serve my country, do my part" - and decided to focus on history, becoming increasingly interested in the military.

But he found that the courses were thin on the role of weapons - a result, he contends, of liberal bias and a lack of interest by professors. Though the Vietnam War ended while Kaplan was in college and his ROTC program disbanded, his interest in the military blossomed.

He went on to earn a doctorate from Kansas State University, where he focused on Homer Lea, the American military adviser to Chinese leader Sun Yat-sen. He would like one day to have his dissertation published as his first book.

After teaching history at a private school, he landed a military historian's dream job: assistant command historian at the Field Artillery Center at Fort Sill, Okla. He spent the next five years developing an expertise in artillery, writing reports and helping students with their research assignments.

His lack of military service has not been a hindrance in his Pentagon job, Kaplan says, noting there are others at the center who provide first-hand experience in military tactics. His fellow Army liaison officer, Dr. Jim Yarrison, is a Vietnam combat veteran who holds a doctorate in history from Princeton.

Kaplan has a personal library of more than 1,000 volumes, most of them covering his interest from post-Civil War to pre-World War II. Divorced with no children, he has filled his split-level house in Reston, Va., with martial odds and ends, from sabers to shells. Two mannequins stand sentinel - one dressed in a Japanese samurai's armor, the other in a 1902 U.S. Army officer's dress uniform.

His pleasure reading tends toward memoirs and annual military reports. Kaplan's goal is to read the Army and Navy professional military reviews from 1898 to 1940 and to isolate portions for use by the Army's hierarchy.

At the dawn of World War II, Kaplan notes, the Army's ground troops received little money, while its aviation arm was well-funded. Today, Army officers are similarly concerned that a new generation of stealthy fighter jets for the Air Force is sapping up too much of the budget.

In his years of research, Kaplan has found numerous instances of history repeating itself. To know where the Army is heading, he says, its leadership must study the past. And there are times when all military officers, even those who make history themselves, can use a little help interpreting the past.

Years ago, he recalls watching retired Army Gen. William C. Westmoreland, who commanded U.S. forces in Vietnam, tell an audience about the French 75mm artillery gun used in the Franco-Prussian War. Once again, Kaplan shook his head.

"You can't have a model 1897 field gun," he says, "show up in an 1870-1871 war."

Idaho Statesman (Boise)
July 23, 2002

12. Army Troops Stop In Boise On Way To Fight Fires

Relief forces will help tired crews on Oregon blazes

More than 500 U.S. Army troops stopped in Boise Monday on their way to relieve frontline firefighters worn from battling a brutal and early wildfire season in the U.S. West.

"The fire season started a month early. So they're that much more tired," said Mary Lendman, fire information officer with the National Interagency Fire Center in Boise.

The soldiers briefly stopped at Boise's National Interagency Fire Center — the central agency in charge of marshaling the nation's fire personnel and resources — en route from their home base in Fort Riley, Kan. to the Monument Fire in Eastern Oregon.

Firefighters work as long as 14 days in a row on a fire. Long days and few breaks test the endurance of the most skilled firefighters.

snowflake

July 25, 2002 5:12 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Reorganizing OSD

Please get Paul Wolfowitz, VADM Giambastiani, Ken Krieg, Jaymie Durnan, and you on for a meeting Saturday to look at how we reorganize OSD.

Thanks.

DHR:dh
072502-17

Please respond by _____

8/9

020 OSD

25 Jul 02

U19305 02

snowflake

July 25, 2002 4:36 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Corps of Engineers

Please get someone to draft a proposal to move the Corps of Engineers out of the Department of Defense for the most part, along the lines of this memo.

Thanks.

Attach.
07/03/02 DuBois memo to SecDef re: Army Corps of Engineers

DHR:dh
072502-16

Please respond by 08/16/02

8/9

→ Ray DuBois —

It was a Snowflake!

Larry

Larry Di Rita
8/9

25 Jul 02

U19306 02

OFFICE OF THE SECRETARY OF DEFENSE

SECDEF HAS SEEN

JUL 25 2002

NT

FOR: 7/14

F -

ome preliminary thoughts
Army Corps of Engineers
d Ray DuBois to
reorganization. We can

repositioning the Army Corps of Engineers
Certainly, much of the civil works function
as a DoD entity. The ratio of military to
seems persuasive.

civil works function to the Department of
ant Secretary of the Army for Civil Works
; directly to the Congress for the
ıational water resources, including flood
and other related purposes. The advantages
ıtment with internal U. S. highway, railroad
rom a management point of view. The
ld go to EPA.

ıponsibilities and the combat engineering
partment of the Army. The remaining
the Civil Works area could be realigned to
tallations and Environment or elsewhere.
rmed position within the Department, but

D. Rita

Larry Di Rita

7/15 7/15

would be no direct effect of moving the
billion in FY03). Those funds are not

ıts to reform the Corps have not been well
pted to reorganize its division and district
structure. Congress ... ı a prohibition on the use of appropriated funds to implement the study. In 2000, the Secretary of the Army agreed to suspend final issuance of management reforms for the Corps pending further consultation with Congress. In neither case, did the proposals proceed.

The first step is identifying a prospective Assistant Secretary for Civil Works who could develop these ideas more carefully. We are reviewing several candidates.

snowflake

Date 7/29

July 25, 2002 4:36 PM

TO: VADM Giambastiani

FROM: Donald Rumsfeld DR

SUBJECT: MIB

Please let me see the MIB, an intelligence document.

Thanks.

DHR dh
072502-15

Please respond by 08/01/02

7/27

The Document is the MID - Military Intelligence Digest. There are two parts to it daily:

both attached

I - Secret level MID

II - Top Secret supplement.

We routinely cut articles out and put them in your DIA daily intell folder.

V/R
Ed

snowflake

July 25, 2002 4:35 PM

TO: Larry Di Rita
VADM Giambastiani

FROM: Donald Rumsfeld DR

SUBJECT: NSC Invitations

In the future, if you get an invitation from the NSC for something to do with a CINC, and it is not from the President but is from Condi, don't book it. Please see me.

I am concerned about the extent to which the NSC is starting to interact with the CINCs. It is not a healthy thing. It is not the way the system is supposed to work.

Thanks.

DHR:dh
072502-14

Please respond by _____

8/24 Letter Done

7/26 Aye Sir. VR Ed DR 8/9

339 NSC

U19308 02

snowflake

July 25, 2002 4:13 PM

TO: Larry Di Rita
Powell Moore

FROM: Donald Rumsfeld DR

SUBJECT: Senators

Let's try to include some of the people on this list. Korologos and Timmons gave me these names.

Thanks.

Attach.
07/25/02 Senators [072502-2]

DHR:dh
072502-12

Please respond by _____

Done 8/9

25 Jul 02

U19309 02

snowflake

July 25, 2002 7:57 AM

SUBJECT: Senators

Senators we ought to pay attention to:

Kyl
Allen
Cochran
Frist
Edwards
Bayh
Santorum
Sessions

DHRath
072502-2

Snowflake

July 25, 2002 4:08 PM

TO: Jim Haynes

CC: Doug Feith
PAUL WOLFOWITZ

FROM: Donald Rumsfeld DR

SUBJECT: Inquiries of Kissinger

Will the two of you please get together on this memo on Kissinger and fashion a piece of legislation, a proposal, an initiative or an instruction for the State Department.

I think we ought to find a way to see that former USG officials in circumstances like Kissinger's do not have the burden of legal fees and do have the aggressive assistance of the USG and the Department of State. If it needs to be memorialized in an Executive Order or a piece of legislation, then we ought to propose it.

Thanks.

Attach.
07/23/02 GC memo to SecDef re: Inquiries of Dr. Henry Kissinger, w/talking points attached

DHR:dh
072502-10

Please respond by 08/16/02

LATIN AMER

25 JUL 02

U19310 02

GENERAL COUNSEL

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

SECDEF HAS SEEN

JUL 25 2002

ACTION MEMO

July 23, 2002, 5:00 PM

FOR: SECRETARY OF DEFENSE DepSec _____

FROM: William J. Haynes II, General Counsel, (b)(6) 7/23/02

SUBJECT: Inquiries of Dr. Henry Kissinger

- Over the past several years, judicial officials and investigators in France, Chile, Spain, and Argentina have attempted to question Dr. Kissinger about events that occurred in Latin America during Dr. Kissinger's tenure as Secretary of State (1973-1976).

- The questions, asked in the form of "subpoenas" or "writs," principally seek information about alleged United States involvement in "Operation Condor," a network of Latin American countries created in the 1970s and suspected of conspiring to persecute and assassinate thousands of political opponents, and other alleged atrocities during the Pinochet regime (including the disappearance and death of U.S. journalist Charles Horman).

- Dr. Kissinger has responded to the French inquiries. Others are pending at various stages.

- The repeated inquiries, presented directly to Dr. Kissinger, pose significant inconvenience to him, particularly during his international travel. More importantly, the tenor and substance of many the questions are focused on sensitive, potentially classified, past U.S. foreign policy decisions.

- William Rogers, one of Dr. Kissinger's attorneys, has communicated with my office off-line, both directly and through Peter Rodman, to express his concern that Department of State officials have not been fully supportive of Dr. Kissinger's efforts to be relieved of the burden of responding to these inquiries. A. B. Culvahouse, who also represents Dr. Kissinger, has expressed similar concerns to me and believes that the Department of State should be developing a coordinated, comprehensive strategy to repulse the efforts of foreign judicial officials to assert jurisdiction over former U.S. officials.

- I share their concerns. Just as with the ICC, our objection to the notion of virtually unfettered "universal jurisdiction" by unchecked prosecutors should be a key

component of our opposition to the process to which Dr. Kissinger is being subjected. Although directed to Dr. Kissinger as a former official, I view this sort of inquiry as a potential threat to current officials as well, both during their term of office and after.

- I believe that Secretary Powell and Dr. Rice are aware of this matter. Their approach seems to be to answer the inquiries, but protest at the same time, hoping that Dr. Kissinger's plight is unique.

RECOMMENDATION: That you call Secretary Powell and Dr. Rice using the attached talking points, indicating your concern and suggesting an approach developed to be effective in the longer term.

COORDINATION: None

Attachment: As stated

cc: USD(P)

Prepared by: Daniel J. Dell'Orto, Principal Deputy General Counsel, (b)(6)

TALKING POINTS

CALLS TO SECRETARY POWELL AND DR. RICE ABOUT INQUIRIES OF DR. KISSINGER

- **I understand that Dr. Kissinger has been subjected to numerous inquiries from other countries' judicial officials about U.S. foreign policy matters during his tenure as Secretary of State.**

- **These inquiries are intrusive of sensitive, in some cases highly classified, past U.S. foreign policy decisions.**

- **They also cause significant inconvenience to Dr. Kissinger.**

- **Are you prepared to respond to these types of inquiries ten years from now?**

- **It seems to me that we should nip this in the bud now.**

- **I suggest the development of a longer term, comprehensive strategy for addressing this issue – a strategy that will benefit Dr. Kissinger today and other past, present, and future senior officials tomorrow.**

snowflake

July 25, 2002 8:05 AM

TO: Allison Barber

CC: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Photographs

My sister, Joan, called. She said CBS is trying to get her to indemnify them with respect to a bunch of photographs she gave them.

In the future, I would prefer no one go to my relatives without asking me.

Second, if my relatives give any photographs to anybody, I would like to see them before they are given to the people who ask for them.

Third, I don't think my sister ought to have to indemnify anyone for anything.

Please call her and tell her not to worry about it, and then see if we can stop some of those photos from being used and let me see them.

Torie, I am very uncomfortable with what is going on. Please see me.

Thanks.

DHR:dh
072502-5

Please respond by 07/31/02

U19311 02

8/7
1:00

Larry Di Rita
8/8

TO: SECDEF

FROM: Torie Clarke

DATE: 5 August 2002

SUBJECT: A&E

Update on the A&E Biography front:

1) I've told A&E that we will not sign release forms for photos we provide.

2) We have asked the A&E staff, going forward, not to contact your relatives without checking with us first. We will try to enforce that policy with all media.

3) Attached are copies of photos (b)(6) provided

I did not supervise this project well. For that, I apologize and commit to stay on top of it in the future. Going forward, I will raise any sensitive issues regarding your family matters directly with you.

(b)(6)

(b)(6)

(b)(6)

(b)(6)

(b)(6)

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(b)(6)

(b)(6)

(b)(6)

[redacted]

(b)(6)

(b)(6)

snowflake

July 26, 2002 7:37 AM

TO: Pete Aldridge

CC: Gen. Myers
Gen. Pace

FROM: Donald Rumsfeld DR

SUBJECT: Defense Agencies

020 DOD

I would like to have you present these defense agency reports at a senior staff meeting sometime soon, so we can hear some discussion about them with people who deal with them. I think it would be useful.

Thanks.

Attach.
03/27/02 USD(AT&L) memo to SecDef re: Defense Agencies

DHR:dh
072602-4

Please respond by 08/16/02

25 Jul 02

U19312 02

SA
3/28

3/28

March 27, 2002

SECDEF HAS SEEN

JUL 26 2002

To: Secretary of Defense
Deputy Secretary of Defense

From: Pete Aldridge

Subject: Defense Agencies

SECDEF – We're going to brief you in more detail next week. Pete

3/28

ONE OF THE DEFENSE PLANNING GUIDANCE SESSIONS

There is a lot of work going on relative to the Defense Agencies that has not received your attention. I have tried to summarize the highlights of our activities in each Agency (all are on a path for 15% Headquarters reductions):

Missile Defense Agency (MDA)—streamlined management and oversight; added "national teams" for architecture development; capabilities based approach to development and deployment; adding some new talent (space expertise); funding at about $8 billion per year.

Defense Advanced Research Projects Agency (DARPA)—focused on leading edge technology; revitalized space, robotics, information and directed energy activities; significantly increased funding in accordance with S&T plans; scrubbed their project proposals and developed an overall program below their fiscal guidance level, returning about $130 million in FYDP.

Defense Threat Reduction Agency (DTRA)—changed internal priority toward defense against weapons of mass destruction; support to CINCs for weapons effects analysis and new weapon testing (thermobaric); support to Homeland Security; manages Cooperative Threat Reduction efforts. Funding for DTRA remains constant through the FYDP ($1.2 billion per year).

Defense Logistics Agency (DLA)—privatizing distribution functions, changing focus from managing supplies to managing suppliers, modernizing internal business systems, and reducing manpower by 20% over the FYDP. DLA surchange is now lowest in the history and DLA is the smallest since 1962 (when it was created). DLA is projecting savings of $672 million over FYDP from cost reductions and outsourcing.

Defense Contract Management Agency (DCMA)—reducing manpower by 20% over the FYDP; implemented Activity Based Costing (ABC) throughout the agency; major increase in workforce productivity; activity underway to close out old contracts to reduce workload burden. DCMA represents the government's interest at contractor locations, serving at the request of their Military Department or Agency customer.

Defense Finance and Accounting Service (DFAS)—work underway at the direction of Dov Zakheim for a major restructuring of DFAS, to include more extensive outsourcing, and reduction in physical locations. We should have a "segmentation" plan in place in a month or so.

Defense Information Services Agency (DISA)—under the direction of John Stenbit, has developed a "vision" of providing global, secure, interoperable, "best value" support to the warfighter; their major activity of providing communications to the DoD is 86% outsourced; providing less expensive services relative to commercial "benchmarks"; actively working information assurance.

Action: None. Information only. We are setting up a summary briefing for you on the Defense Agencies.

CC: Ken Kreig

snowflake

July 26, 2002 2:59 PM

TO: Pete Aldridge
Dov Zakheim

CC: Doug Feith

FROM: Donald Rumsfeld

SUBJECT: C-130 Sales

Colin Powell's response to my memo on C-130 sales is attached. Please tell me what I ought to think about it.

Thanks.

Attach.
07/25/02 SecState ltr to SecDef

DHR:dh
072602-12

Please respond by 08/09/02

U19314 02

11-L-0559/OSD/13345

0254168

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

COMPTROLLER

INFO MEMO

August 16, 2002, 11:50 AM

FOR: SECRETARY OF DEFENSE

FROM: Dov S. Zakheim

SUBJECT: Response to your question on C-130 Sales

- I fully agree with Pete Aldridge's comments to you on this matter (attached).

- I would add, however, that license-free export to defense ministries in NATO, Japan and Australia does not cover the range of "friendly countries" that should benefit from this easing of restrictions.

- For example, Congress has designated Israel, Jordan and Argentina as major non-NATO allies. They too should be included in the ITAR exemption.

- Further, there may be other states who are especially supportive in the Global War on Terrorism, that should also be included in the exemption.

COORDINATION: NONE

Attachment:
As stated

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

INFORMATION MEMO

FOR: SECRETARY OF DEFENSE

FROM: Mr. E. C. "Pete" Aldridge, Jr. Under Secretary of Defense (AT&L) 8/14/02

SUBJECT: Response to your question on C-130 Sales

- You asked for my opinion on Secretary Powell's response to your memo on C-130 sales. (Tab A).

- In a 26 July meeting chaired by the NSC staff, it was agreed that State would draft text for an ITAR exemption concerning export of aircraft and their spare parts to NATO, Japan and Australia. Although DoD has not yet seen the draft text, we expect that export of aircraft spare parts will be made much easier, allowing up to 12 exports of $5,000 each per consignee per year.

- The exemption will apply to eight aircraft types considered "Major Defense Equipment (MDE)," including C-130s older than Model J. This will allow license-free export to defense ministries in NATO, Japan and Australia, provided the aircraft are demilitarized. Lesser (non-MDE) aircraft will be able to go license-free to any government agency in these countries.

- Assuming the State draft text conforms to the above, it will be a modest step forward for aircraft but a major step forward for aircraft parts. Given Commerce's unwillingness to have these aircraft transferred to their dual-use list (under conditions agreeable to State), I think this is the most we can accomplish at this time.

- The DoD lead for this activity is Lisa Bronson in OSD Policy. Once the ongoing interagency activity produces results, we will review and provide you with the appropriate recommendation at that time.

CONCURRENCES: USD(P)/CP&TSP Marvin Sandler, USD(C) attached TAB B

RECOMMENDATION: None.

Prepared By: OUSD(AT&L)/(IC), Marvin Winkelmann, (b)(6)

200218262

THE SECRETARY OF STATE
WASHINGTON

July 25, 2002

Dear Don,

Regarding your July 23 note on the U.S. Munitions List review, I support the idea of transferring older, demilitarized cargo aircraft to friendly governments without the usual State license. While DoD first floated its ideas a year ago, your team's revised proposal was formally shared with us this spring.

Because Commerce was not interested in administering special tailored licenses of military equipment to restrict their end use (such as to sanctioned countries), State recently developed a proposed license exemption for this purpose, and DoD cleared on our proposal July 15 (Commerce's views are still pending). Our proposal will be discussed interagency at an NSC staff-led meeting tomorrow, July 26.

My understanding is that the plan is for closure on the USML Category VIII aircraft licensing change to be concurrent with a proposed significant increase in the aircraft parts transaction exemption. Together, these significant reforms will allow our respective defense trade control staffs to concentrate their efforts on the more sensitive export cases.

Sincerely,

Colin

Copy to:
USD(P) Feith
USD(AT&L) Aldridge

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

JUL 23 2002

The Honorable Colin L. Powell
Secretary of State
U. S. Department of State
Washington, D.C. 20520

Dear Colin,

I understand there is work being done between State and DoD to update the U.S. Munitions list, which governs our export policies. There is one particular issue I would like to raise with you directly.

We are proposing to either transfer demilitarized older cargo aircraft to the export control jurisdiction of the Commerce Department or to permit their sale to friendly governments without the need for an export license. This initiative for these older cargo aircraft, which are of limited military significance, will facilitate sales to a broader range of countries than is now possible. We don't attach any security concerns to such aircraft, including C-130s, and they would be of great benefit in a lot of poorer countries. The need for export license review for these items also distracts both State and DoD licensing officers from more important work.

Perhaps with your assistance we could help to facilitate a resolve this matter.

Colin - I believe this has been pending for a year! Don

Sincerely,

INFORMATION MEMO

FOR: SECRETARY OF DEFENSE

FROM: Mr. E. C. "Pete" Aldridge, Jr. Under Secretary of Defense (AT&L)

SUBJECT: Response to your question on C-130 Sales

- You asked for my opinion on Secretary Powell's response to your memo on C-130 sales.(Tab A)

- It is a bit premature to judge State's response, as the 26 Jul NSC meeting resulted in agreement that State would draft text for three exemptions concerning cargo aircraft and spare parts and we have not yet seen those texts. It is clear however that spare parts exports for these aircraft will be much easier in the near future. At a minimum, 12 exports per year of at least $5,000 each per consignee in NATO, Japan and Australia will be possible.

- Concerning the eight aircraft types, including C-130s older than C-130Js, that are classified as major defense equipment (MDE), license free export to defense ministries should be possible to the same NATO plus two group, provided they are demilitarized. Lesser (non-MDE) aircraft will be able go license free to any government agency in those same countries.

- Assuming the State draft texts bear all this out, it is a major step forward on parts but only a modest step on aircraft. Given Commerce's unwillingness to have these aircraft transferred to their dual-use list, I think this is as far as we can go at this time.

- Should your intervention again become necessary, I will provide you with the appropriate recommendation at that time.

CONCURRENCES: _____ USD(C)
_____ DUSD(CP&TSP)

~~RECOMMENDATION~~: None.

Prepared By: OD(IC), Marvin Winkelmann, (b)(6)

snowflake

July 26, 2002 4:01 PM

TO: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Robert Ashcroft

John Ashcroft's brother, (b)(6) would like to come to one of our outreach events. He is a small businessman in the insurance field.

When you have a small business group, please invite him. He would probably like a tour of the building, too.

Thanks.

DHR:dh
072602-13

Please respond by 08/16/02

8/7

Response attached

001150

26JUL02

U19315 02

TO: SECDEF

FROM: Torie Clarke

DATE: August 6, 2002

SUBJECT: Robert Ashcroft

AG Ashcroft's office gave us (b)(6) Ashcroft's address and phone number. We will invite him to the next Business Leader's Outreach meeting coming up at the end of August.

Snowflake

July 26, 2002 4:22 PM

TO: Torie Clarke
Marc Thiessen

FROM: Donald Rumsfeld DR

SUBJECT: Japan

Larry Di Rita

We want to mention Japan from time to time. I thought they put some destroyers in the Indian Ocean, didn't they?

Thanks.

DHR:dh
072602-18

Please respond by _____

Japan

C 8/29
SP 8/28

26JUL02

U19310 02

TO: SECDEF

FROM: Torie Clarke

CC: Doug Feith

DATE: 13 August 2002

SUBJECT: Japan

As with other coalition partners, we have mentioned Japan's contributions on a couple of occasions. Attached, is the most recent Coalition Fact Sheet that includes the most comprehensive list of the support Japan is providing – and yes, they did provide three destroyers along with fleet refueling capability in the CENTCOM AOR.

We continue to work closely with Policy and CENTCOM to keep this current as it is a document that frequently changes and is often requested by the media, coalition members and senior defense officials. It is available on both DEFENSELINK and the CENTCOM web sites. I've also included excerpts from two press briefings in which Brig.Gen. Rosa and I addressed Japan's contributions specifically.

Per your direction, we will continue to update this document regularly in order to highlight contributions by our coalition partners, and will address Japan's specific contributions whenever we have the chance.

Fact Sheet
June 7, 2002
(revised June 14, 2002)

Office of Public Affairs
(b)(6)

International Contributions to the War Against Terrorism

Coalition partners from across globe are fighting against evil of terrorism.
The terrorism of September 11th was not just an attack on the United States; it was an attack on the world. Citizens from more than 80 countries died that day – innocent men, women and children from across the globe. Within hours of the tragedy, coalitions involving many nations assembled to fight terrorism – literally hundreds of countries have contributed in a variety of ways – some militarily, others diplomatically, economically and financially. Some nations have helped openly; others prefer not to disclose their contributions.

The United States began building the coalition on September 12, 2001, and there are currently 69 nations supporting the global war on terrorism. To date, 20 nations have deployed more than 16,000 troops to the U.S. Central Command's region of responsibility. This coalition of the willing is working hard every day to defeat terrorism, wherever it may exist.

In Afghanistan alone, our coalition partners are contributing more than 8,000 troops to Operation Enduring Freedom and to the International Security Assistance Force in Kabul – making up over half of the 15,000 non-Afghan forces in Afghanistan. The war against terrorism is a broad-based effort that will take time. Every nation has different circumstances and will participate in different ways. This mission and future missions will require a series of coalitions ready to take on the challenges and assume the risks associated with such an operation.

Below is a partial list of military contributions to the war on terrorism from some of the countries that have lent their support. This list is not intended to be all-inclusive but to give the reader a sense of the important role played by the coalition of coalitions in the global war on terrorism. This list will be updated monthly.

Albania
- Granted overflight rights to all NATO aircraft in support of Operation Enduring Freedom (OEF).
- Opened seaports for refueling and maintenance support for the war against terrorism.

Armenia
- Provides overflight rights.

Australia
- Australian Special Operations Forces (SOF) are currently in Afghanistan performing the full spectrum of SOF missions. A second rotation of these forces has occurred and demonstrates Australia's ongoing support of operations in Afghanistan.
- Australia has deployed two dedicated KB-707 refueling aircraft to Manas, Kyrgyzstan to conduct day and night flight missions with U.S. and French aircraft. The deployment also includes a significant number of support personnel.

- The Royal Australian Air Force is filling a key wing leadership position (Operations Group Commander) at Manas.
- Australia has three ships deployed to the Central Command (CENTCOM) AOR supporting naval operations. They are HMAS Manoora, HMAS Canberra, and HMAS Newcastle. They are conducting Maritime Interception Operations (MIO) in the Arabian Gulf, enforcing UN sanctions against Iraq.
- The National Command Element, lead by Brigadier Gary Bornholt, is forward-deployed in the region providing command and control for deployed forces.
- Australia suffered the first non-U.S. military fatality on February 16, 2002 -- Sgt. Andrew Russell was killed in action as the result of a land mine explosion. Previously, another member of Australia's Special Forces lost his foot in another land mine incident. He is recovering in Australia.
- Fighter aircraft were deployed to perform Combat Air Patrol (CAP) missions at Diego Garcia in support of Pacific Command.

Azerbaijan

- Offered to provide "whatever necessary" to assist the U.S. in OEF.
- Provides blanket overflight rights.
- Will provide military forces to the International Security Assistance Force (ISAF).

Belgium

- Belgium is providing one officer to the Coalition Intelligence Center (CIC) at CENTCOM and one officer to the Regional Air Movement Control Center (RAMCC) as deputy chief of operations.
- Belgium Air Force C-130 aircraft delivered a high protein food supplement (UNIMIX) from Denmark to Dushanbe, Tajikistan and an A-310 (Airbus) delivered 250,000 vaccinations for children under the United Nations Children's fund (UNICEF) program.
- Belgium led the largest multinational Humanitarian Assistance (HA) mission, which included Belgium, Spain, Netherlands and Norway. This mission provided 90 metric tons of UNIMIX to feed starving children in Afghanistan and set the standard for follow-on HA operations.
- Belgium contributed four people to Operation Noble Eagle supporting U.S. homeland security efforts at Tinker AFB.
- In support of ISAF, a Belgian C-130 with aircrew and maintenance crew (25 people) arrived in Karachi on April 10, 2002. They will stay in Karachi and execute part of the 400 dedicated C130 flight hours for ISAF. The crew and aircraft are working on a one-month rotation schedule.

Bulgaria

- Will provide basing and overflight rights upon request – standard clearance authority for overflights.
- Provided basing for six KC-135 aircraft to support humanitarian flights into Afghanistan during November and December 2001.
- Provided 40-person Nuclear, Biological, Chemical (NBC) decontamination unit to support ISAF.
- Bulgaria recently offered the following equipment in support of the GWOT:
    - 2 TMM Heavy Mechanized Bridges
    - 2 Bulldozer BAT
    - 2 Excavator E-305 BV
    - 50 Generator Sets (1KW), 50 Generator Sets (1-45KW), 50 Generator Sets (8-30KW)
    - 1 MAFS (Filtration system)
    - 6 Trucks ZIL-131

11-L-0559/OSD/13356

Canada

- Contributed the first coalition Task Group to arrive in CENTCOM AOR.
- Canada currently has 2,100 personnel in the CENTCOM AOR (1,100 land, 200 air and 800 naval personnel). To date, 3,400 personnel have deployed in support of OEF.
- The Canadian Naval Forces have been engaged in Maritime Interception Operations, Leadership Interdiction Operations (LIO), escort duties and general maritime surveillance between the North Arabian Gulf and the North Arabian Sea. Seven ships deployed to OEF from October 2001 to April 2002.
- Canadian Air Force CC 150 Polaris (Airbus) and three CC130 (Hercules) aircraft have conducted strategic and tactical airlift. They have moved more than 10.4 million pounds of freight to date.
- Two CP 140 Aurora (P3C) aircraft are employed in MIO/LIO as part of Carrier Task Force 57. Eighty-four missions and 746 flight hours have been logged to date. Organic helicopter assets have flown 930 missions for more than 2,900 hours.
- Special Operations Forces are currently in Afghanistan performing the full spectrum of missions.
- HMCS TORONTO, while operating in the North Arabian Sea, intercepted a small vessel laden with 4,500 pounds of hashish (valued at more than $60 million). Its crew abandoned the vessel during the interception. The cargo and vessel were subsequently destroyed.
- Canada's Light Infantry Battle Group deployed as part of TF Rakkasan with 828 personnel and 12 COYOTE armored reconnaissance vehicles. These forces have been deployed to Qandahar for security and combat operations. Their successes include:
  - Lead Operation Harpoon from March 13-16, 2002. Investigated 30 caves and four mortar positions. Action resulted in three enemy KIA.
  - Conducted patrol on March 18, 2002 in the Kandahar region that uncovered a cache of weapons (including three thermobaric launchers).
  - Continuing to conduct Civil Military Cooperation (CIMIC) efforts in the Kandahar area.
  - Provided the Quick Reaction Force that deployed from Kandahar to secure the site of Apache helicopter that crashed on April 10, 2002.

Czech Republic

- Country representatives arrived at CENTCOM on Nov. 9, 2001. Currently, there are four officers at CENTCOM.
- The Czech Republic is providing basing and overflight permission for all coalition and U.S. forces.
- There are 251 personnel deployed to Camp Doha, Kuwait to perform local training as well as AOR-wide Consequence Management (CM) support.
- The Czech Republic has donated 1,000 military uniforms to support the Afghan National Army (ANA).
- The 6th Field Hospital, consisting of 150 personnel, is deployed to Bagram, Afghanistan to provide medical support to the International Security Assistance Force (ISAF).
- The air force is providing one TU-154 aircraft with a mission to support NATO Airborne Early Warning (AEW). The aircraft has conducted 46 flights, transporting 733 persons and 11 tons of cargo.

Denmark

- Approximately 100 Special Operation Forces personnel have deployed to the AOR as part of a multinational unit under U.S. command.
- Denmark suffered three killed and three wounded in action supporting ISAF operations.

11-L-0559/OSD/13357

- The Danish Air Force is providing one C-130 aircraft with 77 crew and support personnel. Additionally, the Danish Air Force will deploy four F-16 aircraft in an air-to-ground role with pilots and support personnel in October. These assets are on standby in Denmark.

Djibouti
- Signed agreements securing overflight, landing, seaport and basing rights and supports maritime interception operations (MIO).
- Preparing to send liaison officer to CENTCOM.
- French Level III medical facilities made available for use as needed.

Egypt
- Provided overflight permission for all U.S. and coalition forces.
- Country representatives arrived at CENTCOM on Nov. 28, 2001. There are currently two personnel at CENTCOM.

Eritrea
- Country representatives arrived at CENTCOM on June 1, 2002. Currently, there are two personnel at CENTCOM.

Estonia
- Following Sept. 11, Estonia declared its national support for the Global War on Terrorism.
- Approved unconditional overflight and landing rights for all U.S. and coalition partners.
- Offered two explosive detection dog teams for airbase operations.
- Offered 10 cargo handlers as part of Danish contingent deployed to Manas, Kyrgyzstan.

Ethiopia
- Agreed to all requests for support to OEF.
- Offered access for basing, overflights and site surveys.
- Sent liaison officers to CENTCOM in May 2002.

Finland
- The Finnish Military Liaison team at CENTCOM continues to concentrate especially on civil-military operations with an objective to facilitate cooperation and coordination between ISAF, Operation Enduring Freedom (OEF) and UN operations in Afghanistan.
- Finland is currently assisting the Afghan administration, non-governmental humanitarian organizations, and military forces in Afghanistan in an effort to promote the long-term reconstruction of the country.
- Finland is providing the largest Civil-Military Cooperation (CIMIC) unit in Kabul in support of ISAF. This unit currently consists of nearly 50 officers.

France
- There are more than 4,200 French military personnel currently operating in the CENTCOM AOR.
- The French Air Force, deploying C-160 and C-130 aircraft to Dushanbe, Tajikistan, have provided humanitarian assistance as well as national and coalition airlift support. Two KC-135 aircraft have deployed to Manas, Kyrgyzstan to provide aerial refueling. Six Mirage 2000 fighter aircraft have also deployed to Manas to provide close air support (CAS) capability.

11-L-0559/OSD/13358

- French engineers helped construct runways, a tent city and a munitions storage facility at Manas. France also provided airfield security (with dogs), a field mess unit, a deployable weather bureau, and a Civil Military Operations (CMO) team.
- France deployed an infantry company to Mazar-e-Sharif to provide area security up to December 2001.
- Two French officers are currently serving as air coordinators at the RAMCC.
- Atlantique aircraft deployed in Djibouti under national control are participating daily in Intelligence, Surveillance and Reconnaissance (ISR) missions.
- France provided its only Carrier Battle Group to support combat operations in the North Arabian Sea. Aircraft from this Battle Group have flown more than 2,000 hours for OEF to date, supporting the coalition with air reconnaissance, strike and AEW missions. France's naval contribution to OEF accounts for approximately 24 percent of their entire naval forces.
- France is the only coalition country to be flying fighter aircraft from Manas airfield in Kyrgyzstan. Their Mirage and tanker aircraft actively supported the coalition during Operation Anaconda in March and are maintaining their full combat and support capabilities for further operations.
- Kabul Medical Institute: The World Health Organization, French Embassy, Loma Linda (NGO) and French forces (500 personnel) inserted into ISAF are working to make major improvements to the Kabul Medical Institute - with equipment, books and a new curriculum. The student body of about 2,800 includes 544 women.

Georgia

- Offered to provide "whatever necessary" to assist the U.S. in OEF.
- Provides blanket overflight rights.
- Cooperating with U.S. to train and equip Georgian military forces for counter-terrorist missions.

Germany

- There are 2,800 German personnel currently operating within the CENTCOM AOR.
- Germany has taken the lead in the establishment and training of the Afghan police force.
- German Special Operations Forces are currently in Afghanistan performing the full spectrum of SOF missions.
- The German Navy has had three Frigates, one Fast Patrol Boat Group (five units) and four supply ships operating out of Djibouti, in the Gulf of Aden area, since Jan. 2002. Additionally, there are two German Sea King helicopters based in Djibouti.
- A German A-310 (Airbus) aircraft is on alert in Germany for use as a medevac platform.
- Germany is leading and supporting the Kabul Multinational Brigade (KMNB) by providing its commander, a majority of the KMNB staff, one battalion-sized Infantry task Force, field hospital and other combat support troops. This force is supported by an air transport element operating out of Uzbekistan.
- Employment of afghan war widows -- USAID and CJCMOTF are planning to employ Afghan war widows to make uniforms for the Kabul police force, a micro-industry proposal made possible by a German contribution of 10 million Euros to help train and equip the police force.
- Germany is conducting air transport flights in support of Humanitarian Assistance missions primarily in Afghanistan.
- This is the first time German ships and maritime patrol aircraft have been operationally involved in a Middle East deployment in more than 50 years. Three German maritime patrol aircraft began conducting reconnaissance operations from Mombassa, Kenya.
- Germany conducted HA flights to support relief efforts for earthquake victims in Afghanistan.

Greece

- Greek Frigate Psara has been in CENTCOM's AOR since March 15th, conducting operations under the operational control of Coalition Forces Maritime Component Commander (CFMCC). This frigate is of MEKO type and one of the most sophisticated vessels in Greece's inventory. It is manned with a crew of 210 and carries one S-70 BA Aegean Hawk helicopter and one Special Forces team. It has the ability to perform and execute a large variety of missions. It will be replaced in three months by another frigate of the same type, so there will be constant Greek naval presence in the area of interest.
- The facilities of the Greek Naval Base and Airbase of Souda, Crete, are used as forward logistic sites to support ships and aircraft moving in the area, as well as other basing settlements across the country.
- One Air Force officer is going to be assigned as an operations officer of the RAMCC, and one Navy liaison officer will deploy to Bahrain.
- Greece is very active in International Security Assistance Force (ISAF) operations:
    - One Greek Engineer Company of 112 men and 64 engineering vehicles has been operating in Kabul.
    - Two C-130 transport aircraft with a support security team of 56 personnel have deployed to Karachi, Pakistan, for tactical airlift in support of ISAF operations.
    - Greek staff officers have been assigned to Permanent Joint Headquarters (PJHQ) in Great Britain and to ISAF HQ in Kabul.
- NATO Operations in the Mediterranean Sea:
    - One Greek frigate and a counter-mine ship have been conducting surveillance and mine sweeping operations respectively in East Mediterranean Sea.
    - Additionally, Greece has offered two more vessels and a number of Air Force sorties in support of Operation Active Endeavour against international terrorism.

India

- Provided frigate for escorting coalition shipping through the Straits of Malacca.
- Made shipyards available for coalition ship repairs.
- Opened ports for naval port calls.

Italy

- The Italian Air Force is planning to deploy one C-130 plus one Boeing 707 to Manas airfield following initial force rotation.
- Italian self-deployment of a 43-man Engineer Team to Bagram for the repairing of the runway is complete.
- Italian personnel are committed to both OEF and ISAF operations. A 400-man regimental task force was deployed on Jan. 15, 2002 in order to provide ISAF area and site security in the Kabul area. Italy is providing three C130 (two operating from Abu Dhabi) and leasing one B-707, one AN-124, and one IL-76 in support of ISAF.
- Italy provided its only Carrier Battle Group to support combat operations in the North Arabian Sea. They deployed more than 13 percent of their entire naval forces for use in OEF. The "De La Penne" Group (one destroyer and one frigate) relieved the Carrier Battle Group on March 15, 2002. Italian frigate "Euro" transited the Suez Canal on May 8 to relieve both combatants on station.
- Italy moved more than 17,000 lbs. (27 cubic meters) of supplies and equipment from Brindisi to Islamabad, Pakistan on March 19, 2002. Supplies/equipment included a forklift and equipment from the World Food Program.

11-L-0559/OSD/13360

- On April 18, Italian aircraft and security force transported former King Mohammed Zahir Shah and AIA leader Hamid Karzai from Rome to Kabul without incident.

Japan

- Provided fleet refueling capability, placing two refueling/replenishment ships and three support/protection destroyers in the AOR. Through mid-May, this force has conducted 75 at-sea replenishments of coalition ships and provided 34.1 million gallons of F-76 fuel to U.S. and UK vessels.
- Also as of mid-May, six C-130 aircraft had completed 51 missions consisting of 166 sorties with 773 tons of cargo and 123 passengers in support of resupply and transport requirements within the Pacific Command (PACOM) AOR.
- On May 17, the Government of Japan approved a six-month extension of the Basic Plan authorizing the Self Defense Forces to continue these efforts.

Jordan

- An "Aardvark" mine clearing unit and personnel are currently deployed to Qandahar, and has cleared mines from more than 70,000 square meters in both Bagram and Qandahar.
- Jordan has provided basing and overflight permission for all U.S. and coalition forces.
- As of June 6, 2002, the Jordanian hospital in Mazar-e-Sharif helped 68,811 patients:
  Military: 1,055
  Civilian:
    Women – 26,763
    Men – 22,930
    Children – 18,063
  Performed 798 surgeries

Kazakhstan

- Has provided overflight rights and allowed transshipment of supplies to U.S. forces in Uzbekistan and Kyrgyzstan.

Kenya

- Has continuously offered support to OEF operations, including access, overflight, basing and supporting MIO.
- Sending LNO to CENTCOM in June 2002.

Kuwait

- Kuwait has provided basing and overflight permission for all U.S. and coalition forces.
- Country representatives arrived at CENTCOM on Feb.14, 2002. There are currently three personnel at CENTCOM to support current operations in OEF.

Kyrgyzstan

- Has provided basing and overflight rights for U.S. and coalition personnel.
- Under the United Nations World Food Program, Kyrgyzstan -- along with Russia and Tajikistan -- has delivered 16,500 tons of flour and wheat to the northern provinces of Afghanistan.

Latvia

- Following Sept. 11, Latvia declared its national support for the Global War on Terrorism.
- Approved use of airspace, airfields and ports for GWOT.
- Offered 10 cargo handlers as part of Danish contingent deployed to Manas, Kyrgyzstan.

11-L-0559/OSD/13361

- As part of backfill, has offered to double (to two infantry companies) SFOR contributions and more than double (to 25 soldiers) KFOR contributions.

Lithuania

- Following Sept. 11, Lithuania declared its national support for the Global War on Terrorism.
- Approved use of airspace, airfields and ports for GWOT.
- Offered 10 cargo handlers as part of Danish contingent deployed to Manas, Kyrgyzstan.
- Scheduled to deploy an ambulance with medics as part of a Czech Republic contingent.
- Offered SOF platoon, military divers, translators, minesweeper, aircraft and maintenance support to SFOR/KFOR.

Malaysia

- Has approved all requests for overflight clearance since Sept. 11.
- Has provided access to Malaysian intelligence.

Netherlands

- An Air Force KDC-10 is currently deployed to Al Udeid, Qatar. To date, C-130 aircraft have completed three HA flights under national flag. The Netherlands will soon deploy one C-130 aircraft to Manas to assist with the logistics hub movement of cargo from that airport.
- Dutch F-16s will be deployed to Manas in October.
- Two Dutch naval frigates are currently operating in the CENTCOM AOR. Other naval ships, along with Air Force P-3s, will relieve U.S. units in the U.S. Southern Command AOR.
- The Netherlands has contributed more than 220 troops to ISAF.
- On March 27, 2002, an NLD officer, filling the role as a planner, arrived at the RAMCC.
- To date, Netherlands Civil Military Operations (CMO), in coordination with Netherlands armed forces and Afghanistan Interim Authority, have rebuilt three schools in Kabul.
- Netherlands CMO has built a playground at Lycee Botkhak elementary school in Kabul.
- Netherlands Ministries of Foreign Affairs and Development Aid continue to plan and finance Humanitarian Assistance projects such as schools and water supply facilities.

New Zealand

- New Zealand Special Air Service (SAS) troops work alongside the forces of other nations in Afghanistan. They fill an important role, as part of the international effort, to stabilize the area. *Note: NZ has a policy of neither confirming nor denying the specific location, mission or techniques of the NZ SAS troops.*
- New Zealand provided logistics and humanitarian airlift support in Afghanistan with Air Force C-130 aircraft. These aircraft were made available to help move the backlog of equipment and supplies needed for OEF.
- A seven-person Air Loading Team (ALT) was deployed to support ISAF.
- New Zealand has deployed officers to staff the ISAF headquarters.

Norway

- Norway has deployed 162 personnel to support operations in Afghanistan.
- Norwegian Hydrema 910 mine clearing vehicles and personnel have been responsible for clearing more than 750,000 square meters of terrain on Qandahar and Bagram airfields and surrounding areas since their deployment on Jan 1, 2002. A total of 1,600 – 1,700 mines and approximately 7,000 pieces of unexploded ordnance (UXO) have been cleared from both airfields.

- Norway is supporting ISAF operations in Kabul with staff personnel, an EOD team, and a movement control team.
- SOF self-deployed into Afghanistan and are currently providing a full spectrum of missions there.
- Norwegian Air Force C-130 aircraft is providing intra-theater tactical airlift support and support to OEF, operating from Manas airbase. On a national basis, the C-130 has conducted re-supply missions for Norwegian SOF forces and HA missions to Afghanistan.
- Norway will deploy F-16's to Manas in October.
- Norway's SOF exploitation missions have yielded valuable intelligence. Additionally, Norway has provided 15 hardened vehicles ($1.5 million) that are currently supporting SOF missions and providing leadership transport. In the unified effort to rebuild the Afghan Army, Norway has donated personal items and equipment for a 700-man light infantry battalion.
- As a result of the Tokyo Donation Conference, Norway has donated $30 million to support the rebuilding effort in Afghanistan.

Pakistan

- Pakistan has provided basing and overflight permission for all U.S. and coalition forces.
- Pakistan has deployed a large number of troops along the Afghanistan border in support of OEF.
- Pakistan has spent a large portion of its logistical reserves to support the coalition.
- Country representatives arrived at CENTCOM on March 14, 2002. There are currently five personnel at CENTCOM.
- The Inter-services Intelligence (ISI) has helped in various phases of operations.

Philippines

- Granted unconditional blanket overflight clearance.
- Offered bases for transit of U.S. forces used in OEF.
- Offered medical and logistical support for OEF.

Poland

- Polish combat engineers and logistics platoon forces have deployed to Bagram to assist in construction and fortification work and provide logistical support for coalition forces.
- Eight AN-124 flights were coordinated with the RAMCC to move the engineering and logistics forces. Since their arrival in mid-March, these engineers have cleared mines from more than 4,000 square meters of land.
- A Polish SOF unit is deployed in CENTCOM's AOR and is engaged in Maritime Interdiction Operations (MIO) and leadership Interdiction Operations (LIO).
- Logistic support ship "Kontradmiral X. CZERNICKI will deploy to AOR.

Portugal

- Country representatives arrived at CENTCOM on Dec. 13, 2001.
- Currently under ISAF control, Portugal has a medical team of eight people and a C-130 with a maintenance team of 15 people.

Republic of Korea

- A Republic of Korea naval vessel transported more than 1,000 tons of critical construction material from Singapore to Diego Garcia to support the demand for OEF building materials. Additionally, they have pledged more than $45 million to aid in the reconstruction of Afghanistan.
- Republic of Korea has deployed a Level II hospital to Manas.

11-L-0559/OSD/13363

- South Korean Air Force C-130s have flown 18 flights between Seoul, Korea and Diego Garcia, as well as five flights to Islamabad. These flights were responsible for transporting more than 45 tons of humanitarian relief supplies valued at $12 million.

Romania

- On Sept. 19, 2001, the Romanian Parliament approved basing and overflight permission for all U.S. and coalition partners.
- Three liaison officers arrived at CENTCOM on Dec. 10, 2001. One of them is working in the Coalition Intelligence Center.
- Romania will soon deploy one infantry battalion into Afghanistan. Additionally, one Infantry Mountain Company, one Nuclear, Biological, Chemical Company (NBC), four MiG 21-Lancer, and medical personnel have been offered.
- For ISAF, Romania has deployed one Military Police Platoon, and one C-130 aircraft.
- Romanian Government has delivered a large quantity of training equipment for the Afghan National Guard.
- The Romanian Parliament recently approved the deployment of a 405-person motorized infantry battalion, a 70-person NBC company, and 10 staff officers.
- Romania has donated the following items in support of the Afghan National Army (ANA):
  1,000 AK-47 assault rifles
  300,000 rounds of ammunition
  Magazines and cleaning sets

Russia

- Russia started providing humanitarian assistance to the population of Afghanistan in October 2001. Russia has supported HA operations by transporting more than 420,296 tons of food commodities, 2,198 tons of medicines, 15,282 beds, 1,200 heaters, 13 mini electric power stations, 780 tents, 11,000 blankets, 49,674 bedding kits, 11,000 pieces of kitchen utensils, and nine tons of detergents.
- In December 2001, Russian personnel started reconstruction of the Salang tunnel, a major transport structure connecting the northern and southern provinces of the Afghanistan. In January 2002, the Salang tunnel was officially opened for regular traffic.
- In January 2002, as a result of a joint Russian-German project, pontoon passage across Pianj River was put into service. Together with the Salang tunnel it allowed the organization of a continuous route from Tajikistan to central region of Afghanistan for delivery of international humanitarian assistance.
- Russia provided the first coalition hospital in Kabul on Nov. 29, 2001. The hospital treated more than 6,000 patients before Russia turned the facility over to the local population on Jan. 25, 2002.
- On March 29, 2002, EMERCOM (Russia's Emergency Response Organization) deployed its mobile hospital to Nakhreen and began medical assistance to the victims of the earthquake in Afghanistan. Thus far, EMERCOM has delivered over 100 metric tons of HA supplies to the Nakhreen area to include: provisions, medicines and means for cleaning water. Additionally, Russian rescue teams have conducted search and rescue operations throughout the area.
- On April 24, 2002 Russia presented Afghan government 42 special vehicles, including 37 tracked, two fuel, two maintenance vehicles and two 4-wheel drive vehicles.

Slovakia

- On Sept. 18, 2001, Slovakia notified the U.S. that it would grant blanket overflight and basing rights to all coalition partners.
- Dispatched a liaison officer to Central Command HQ on Mar. 10, 2002.

11-L-0559/OSD/13364

- Will deploy an engineering unit into Afghanistan. Additionally, Slovakia has offered a special forces regiment, NBC reconnaissance units and a mobile field hospital.

Spain

- Country representatives arrived at CENTCOM on Nov. 2, 2001. Currently, there are one Flag officer and eight personnel at CENTCOM.
- Provided standard clearance authority for landing at air bases and overflight rights.
- Two Navy officers are serving as national liaisons with the Coalition Forces Maritime Component Command (CFMCC) in Bahrain. One Air Force officer is serving as national representative at Manas, Kyrgyzstan. One Army officer is serving as national representative at ISAF, Kabul.
- Spanish staff officers have been assigned to PJHQ in Great Britain and USEUCOM in Germany.
- One battalion-sized task force is operating in Kabul as part of ISAF.
- Spain has deployed one P-3B to Djibouti, two C-130s to Manas, and one C-130, which accomplished its mission and is back in Spain. Two naval frigates and one supply ship deployed to the CENTCOM AOR to support continued operations in OEF.
- Spanish maritime patrol aircraft began conducting reconnaissance operations from French base in Djibouti. Spain deployed SAR helos to Manas on April 12.
- As of June 6, 2002, the Spanish Hospital in Bagram has helped 7,644 patients
  Military: 1,300
  Civilian:
    Women – 1,550
    Men – 2,085
    Children – 2,709
  Performed 86 surgeries

Sweden

- Country representatives arrived at CENTCOM on Mar. 28, 2002. There are currently two personnel at CENTCOM.
- An intelligence unit consisting of 45 personnel has been deployed to ISAF headquarters .
- Deployed two C-130 transport aircraft in support of ISAF.
- Provided logistics support for humanitarian aid distribution provided by the Swedish Rescue Services Agency.
- Bilateral humanitarian and reconstruction assistance amounting to $100 million for the period 2002-2004, with an emphasis on health care and primary education.

Tajikistan

- Provided overflight rights and allowed basing of U.S. forces to coordinate HA operations and airlift control.

Turkmenistan

- Providing land corridor for HA shipments to Afghanistan. Providing refueling support to U.S. personnel conducting HA operations.
- Granted overflight permission for planes carrying Humanitarian Assistance.

Turkey

- Country representatives arrived at CENTCOM on Oct. 10, 2001. There are currently three personnel at CENTCOM headed by a brigadier general.

11-L-0559/OSD/13365

- Turkey is providing one officer to PJHQ, three officers and one non-commissioned officer to ISAF headquarters and two officers to KMNB headquarters.
- Turkish Special Forces LNO working with Combined Joint Special Operations Task Force – Afghanistan.
- Turkey has provided basing and overflight permission for all U.S. and coalition forces.
- One Turkish officer is scheduled to work as a planning officer at the RAMCC.
- Turkey continues to provide KC-135 aerial refueling support for OEF and Operation Northern Watch.
- Turkey has five ships participating in NATO counter terrorism operations in the Med. Aksaz Naval Base and Antalya Sea Port are being used to support these ships.
- Turkey will assume the position as lead nation for the second phase of ISAF operations in Afghanistan increasing their personnel to a battalion.
- One infantry unit, along with one EOD team amounting to 269 personnel, is operating in Kabul as part of the International Security Assistance Force (ISAF).
- Turkish personnel are directly involved in the training and equipping 1 BANG.
- Air Force Command personnel conducted site surveys for possible airfields in Tajikistan, Kazakhstan and Krygyzstan to be used in HA, CAS and airbourne operations flights.

Ukraine

- Has provided overflight permission for all U.S. and coalition forces.
- Offered access to three air bases to U.S. forces.
- Proposed to lease an IL-76 aircraft for humanitarian airlift.

United Arab Emirates

- Country representatives arrived at CENTCOM on Nov. 1, 2001. There are currently four personnel at CENTCOM.

United Kingdom

- Country representatives arrived at CENTCOM on Sept. 18, 2001. There are currently 40 personnel at CENTCOM. The UK also has staff attached to every major U.S. component command.
- MG Fry serves as deputy commander for all coalition naval forces in theatre, responsible for coordinating extensive operations. British forces have participated in MIO and Tomahawk Land Attack Missile (TLAM) operations.
- The Royal Air Force has provided aircraft throughout the region and contributed high-value assets in the critical areas of aerial refueling, Airborne Early Warning (AEW), and Intelligence, Surveillance and Reconnaissance (ISR).
- UK ground forces have participated in both OEF and ISAF missions. A company of Royal Marines from 40-Commando deployed to Kabul and has contributed to airfield security and mine clearing operations, including the provision of special equipment at both Bagram and Kabul International airports.
- UK was the first nation to send military representatives and campaign planners to CENTCOM.
- The UK has deployed the largest naval task force since the Gulf War to support OEF. Additionally, they have provided the only coalition TLAM platforms to launch missiles during the commencement of OEF hostilities.
- UK assumed the lead for the initial ISAF operation.
- UK deployed a 1,700 person infantry battlegroup to Afghanistan, built around 45-Commando, Royal Marines. These arctic and mountain warfare-trained troops are now operating as part of a U.S.-led brigade.

11-L-0559/OSD/13366

Uzbekistan

- Uzbekistan has provided basing and overflight permission for U.S. and coalition forces.
- Country representatives arrived at CENTCOM on Dec. 26, 2001. There are currently four personnel at CENTCOM.

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United States Department of Defense

News Transcript

On the web: http://www.defenselink.mil/news/Mar2002/t03012002_t0301asd.html
Media contact: mediaq@defenselink.mil or (b)(6)
Public contact: publicq@defenselink.mil or

Presenter: Victoria Clarke, ASD PA Friday, March 1, 2002 - 10:45 a.m. EST

DoD News Briefing - ASD PA Clarke and Brig. Gen. Rosa

(Also participating was Brig. Gen. John W. Rosa, Jr., deputy director for operations, Joint Chiefs of Staff.)

Clarke: Good morning. A couple of things, and then I'm going to turn it over to our new face in the briefing room.

Earlier this week, the secretary was briefing on the contributions of our coalition partners in the war on terrorism. And as we said then, it's an evolving list, it's a list that's going to grow every day. We are always erring on the side of caution in terms of making sure the information we put out was absolutely what the countries participating wanted us to put out. We put out fact sheets; we have added to them, we've changed them. We'll continue to do that.

Today I want to call your attention to Japan, who has put together a very comprehensive package of support to help the United States and the rest of the world combat terrorism. And their efforts have included dispatching three destroyers and two supply ships to the Indian Ocean, where they are refueling at sea U.S. and British naval vessels, at their own expense. About half of Japan's fleet of C-130s and U-4 aircraft are also providing airlift support to Operation Enduring Freedom. And just as a reminder of our appreciation for Japan's help on this effort, I want to read to you just a little bit of what President Bush said when he spoke to the Japanese Diet on February 18th -- and I quote: "Japan and America are working to find and disrupt terrorist cells. Your diplomats" -- speaking to Japan -- "helped build a worldwide coalition to defend freedom. Your self-defense forces are providing important logistical support, and your generosity is helping to rebuild a liberated Afghanistan."

I think that very accurately reflects how much we appreciate what Japan has done and is continuing to do.

And now, in keeping with our efforts to keep things interesting around here, I'd like to introduce Air Force Brigadier General John W. Rosa, Jr., deputy director for operations on the Joint Staff. He is a former commandant of the Air Command and Staff College. He is a command pilot who has served previously as an operations group commander, and three times as wing commander. He has more than 3,600 flying hours in eight different kinds of combat aircraft. He has extraordinary experience and knowledge, and we are very appreciative that he volunteered to join us. (Laughter.) And as of last week, he is also a two-

11-L-0559/OSD/13368

United States Department of Defense

News Transcript

On the web: http://www.defenselink.mil/news/May2002/t05032002_t0503asd.html
Media contact: media@defenselink.mil or +(b)(6)
Public contact: public@defenselink.mil or +

Presenter: Victoria Clarke ASD (PA) Friday, May 3, 2002 - 10:30 a.m. EDT

DoD News Briefing - ASD PA Clarke and Brig. Gen. Rosa

(Also participating was Air Force Brig. Gen. John W. Rosa, Jr., deputy director for current operations, Operations Directorate, the Joint Staff.)

CLARKE: Good morning everybody. I really don't have any opening remarks. I just wanted to add my comments to the secretary and others that have talked about May being Military Appreciation Month. And there are so many incredible people in uniform who do hard, dangerous work every single day. And I, like a lot of people, appreciate what they do.

So with that ... Sir.

ROSA: Thank you. In Afghanistan, coalition forces are operating along the border with Pakistan under Operation Mountain Lion searching for al Qaeda and former Taliban while also trying to prevent the enemy from regrouping, moving and operating freely in this region as we eliminate their sanctuaries.

At Guantanamo Bay, we now have a total of 331 detainees in the new detention facility, which we call Camp Delta.

Q: Camp who?

ROSA: Delta.

And with that, we'll take your questions.

CLARKE: Charlie.

Q: Torie, are either the Army's inspector general or the Pentagon inspector general investigating the Army's conduct in connection with the intended cancellation of --

CLARKE: Crusader.

Q: -- Crusader.

CLARKE: The Army inspector general does have an investigation underway. I think it is

Q: And what did it hit?

ROSA: I can't tell you what it hit. It hit in the vicinity of the Khost airfield. I don't know what particularly it hit. We have some troops in that Khost area, but fortunately, none of our folks were injured.

Q: Were others injured?

ROSA: Don't know.

CLARKE: Let's go back here. Yes, sir?

Q: What do you say on Japanese support in the war against terrorism so far? Did leadership of this building specifically request Japanese government P-3 and Aegis destroyers?

CLARKE: You know, being in the region last week, we were constantly reminded about one of the great strengths of this effort; that's been the support of so many different countries, including Japan. Very quickly after September 11th, they stepped up to the plate and really pitched in in terms of support for the coalition. It includes some airlift capability. I believe we've got two destroyers and one oiler in the Northern Arabian Sea. It's been very helpful, it has been very useful in the war. Deputy Secretary Wolfowitz has met recently with some of the Japanese leaders, and I believe Doug Feith is meeting with some today, and they're having discussions about how to continue that kind of participation, which has been so wonderful.

And you're right, Aegis ships and some P-3 aircraft are the things -- some of the things under consideration that we think would be helpful.

I'm sorry, go ahead.

Q: Is it a request or just saying it's helpful?

CLARKE: I was not in the meeting, so I don't know exactly the tick-tock of the conversation, but I know we have expressed the views that those things -- those kinds of things would be helpful, in addition to everything that was already done.

Tony?

Q: Torie, I came in a little late, so excuse me if this has already been asked. But on this Army "talking points," can you clarify whether Secretary Rumsfeld asked Secretary White to have the Army IG look into the circumstances surrounding the document?

CLARKE: My understanding is that Secretary White initiated the Army IG investigation.

Q: Now, can I follow up? The Army IG -- traditionally, those reports are not released to the public; the Army has traditionally not given them up. Can we get some assurance from you that whatever they come up with will be released, given the gravity of the situation and the fact that it involves defending a multi-billion-dollar weapons program?

CLARKE: I can't do it right now, but we can take the question and we'll look into it, see what we can do.

Q: (Off mike) -- If you can, just look.

FOIA-L-05-0/OSD/13370

snowflake

July 26, 2002 4:29 PM

W
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k

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Corps of Engineers

Look at this article on the Corps of Engineers. Since they are in trouble, it looks like now is the time to show that they are not getting the right oversight, they are being controlled by Congress, and the Department of Defense doesn't control their budget.

They should be moved out of the Department of Defense, their budget should be part of the budget of the department they are in, and they should get proper oversight.

Why don't we get after it?

Thanks.

Attach.
07/26/02 Michael Grunwald, "Oversight Favored for Corps Projects" *Washington Post*

DHR:dh
072602-20

Please respond by 08/16/02

Settled
Done

7/29 2002

Sec Def
The principal criteria in our search for a new Assistant Secretary of Army is that he/she be able to manage major change. We are on it. Dick

7/31

U19317 02
11-L-0559/OSD/13371

Washington Post
July 26, 2002
Pg. 31

17. Oversight Favored For Corps Projects

Science Panel Faults Engineers' Work

By Michael Grunwald, Washington Post Staff Writer

The National Academy of Sciences yesterday called for independent reviews of large-scale Army Corps of Engineers water projects, a significant victory for conservationists and fiscal conservatives who have questioned Corps analyses for years.

The academy's report, commissioned by Congress in 2000 after Corps officials were caught manipulating a Mississippi River study, argued that expensive, complex and controversial Corps projects should be double-checked by panels of experts who are neither employed nor selected by the Corps. It did not attack the Corps as harshly as earlier analyses by the General Accounting Office, Office of Management and Budget and the Army inspector general -- or even a recent e-mail by a top Corps general -- but it did question the agency's science and economics.

"There's clearly a problem with credibility," said David H. Moreau, a University of North Carolina professor of environmental planning who served on the study team.

Maj. Gen. Robert Griffin, the Corps' civil works director, said he welcomed the report. Earlier this month, Griffin e-mailed his fellow generals that Corps planning and analyses had eroded so badly that the agency's recommendations to Congress were in doubt, and he launched an internal effort to address the problems. "In many respects, it's a back-to-basics approach," Griffin said yesterday.

The academy's study comes at a delicate time for the Corps. The 35,000-employee agency's leading critics in the Senate -- Majority Leader Thomas A. Daschle (D-S.D.), Robert C. Smith (R-N.H.), Russell Feingold (D-Wis.) and John McCain (R-Ariz.) -- have vowed to block the biennial grab bag of Corps projects unless it requires outside reviews and other changes to save money and nature. Corps defenders -- led by House Transportation and Infrastructure Committee Chairman Don Young (R-Alaska) and Sen. Christopher S. Bond (R-Mo.) -- have vowed to block the same bill if it does include reviews or other so-called Corps reforms.

In a May 13 letter signed by five other senators, Bond complained that independent reviews of Corps studies of flood-control and navigation projects would "make an excruciatingly difficult process more difficult." He threatened to use "all the tools of the Senate to prevent [reviews] from becoming law" and noted it was "premature to legislate prescriptive mandates" before the academy's study was done.

But now it is done, and it warns that "the engineering expertise that once served the Corps well does not, in itself, appear to be fully adequate for resolving many of the nation's contemporary water resources problems." Griffin was even tougher on the Corps recently, e-mailing his fellow generals, "This overall decline is beginning to have unacceptable consequences to the very foundation of the civil works program."

Over the last two years, the Corps has been forced to suspend projects to deepen the Chesapeake and Delaware Canal and the Delaware River because of botched economic analyses. The Mississippi River study was suspended and then restarted, but the agency is still feeling aftershocks from the disclosure of e-mails ordering economists to cook the study's books.

The academy's 56-page study does not specify how costly or complex or controversial a project would have to be to merit independent review -- that would be up to a new panel, subject to appeal to yet another panel -- but it repeatedly emphasizes that outside eyes are needed.

"Independent review will lift the cloud of suspicion hovering over Army Corps studies," said Scott Faber, a water resources specialist for Environmental Defense. "Too of-

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Birmingham (
July 25, 2002

18. Army Sec
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By Kent Faulk
writer

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snowflake

July 26, 2002 5:19 PM

400.13

TO: Pete Aldridge

FROM: Donald Rumsfeld DR

SUBJECT: Acquisition Process Improvements

Thanks for your July 23 paper.

What are your five top priorities for the coming 18 months?

I have passed this along to Torie. This is has some good material here. How do we get the word out?

Thanks.

Attach.
07/23/02 USD(AT&L) memo to SecDef re: Acquisition Process Improvements

DHR:dh
072602-21

Please respond by 08/16/02

2/7/03

U19318 02

July 23, 2002

SECDEF HAS SEEN

JUL 26 2002

To: Secretary of Defense
Deputy Secretary of Defense

From: Pete Aldridge

Subject: Acquisition Process Improvements

As you may recall, I established five goals for AT&L when I entered this office in May 2001. They were as follows:

1. Improve the credibility and effectiveness of the acquisition and logistics support process.
2. Revitalize the quality and morale of the AT&L workforce.
3. Improve the health of the defense industrial base.
4. Rationalize the weapon systems and infrastructure with the defense strategy.
5. Initiate high leverage technologies to create the warfighting capabilities and strategies of the future.

We have made progress on all of these goals. However, some of the metrics we established to measure progress, like reduced acquisition cycle time, will not show results for several more years. Some of the acquisition process decisions we have made that I am most proud of include the following:

--restructured the Defense Acquisition Board (DAB) to include the Service Secretaries, thus reducing decision time. This is working well.

--reorganized AT&L to reflect the three key functions—acquisition, technology and logistics—and elevated the Assistant to the Secretary of Defense (Nuclear, Chemical and Biological Defense) consistent with the new priority. More "re-engineering" is now in progress.

--mandated the implementation of "evolutionary, spiral development" to reduce cycle time and program risks, also contributing to the credibility of the acquisition process.

--enforced realistic pricing of programs, adding even more credibility to the acquisition process.

--mandated the implementation of "interoperability" at program initiation.

--implemented a new process for the acquisition of "services" by DoD, the funding of which is becoming as large as funding for the acquisition of equipment.

--established "technology readiness assessments" to further remove program risks at major milestones.

--elevated the priority of Science and Technology within the acquisition community.

--expanded use of Advance Concept Technology Demonstrators (ACTDs) to transition capabilities to the warfighters faster (40% increase in funding).

--improved the health of the defense industrial base by new profit policy, increased progress payment schedules, sharing of cost savings from removal of excess facilities, and elimination of inappropriate R&D cost sharing. These also encourage non-traditional commercial companies to do business with DoD.

--increased participation in the acquisition workforce demonstration pilot program, demonstrating the value of a "contribution based" personnel compensation system, and helps in critical skill recruiting and retention.

--developed the "Future Logistics Enterprise", a new global end-to-end logistics distribution and support system.

--expanded "electronic distance-learning" capability at the Defense Acquisition University, increasing availability of courses for the acquisition workforce and reducing costs to participate.

--revitalized DARPA, putting the agency back in the lead on innovative technology.

--established the Missile Defense Agency and streamlined the internal program decision process and OSD oversight functions.

--accelerated the close-out of over-aged contracts, improving the efficiency of operations of the Defense Contract Management Agency.

We now have underway another cycle of AT&L "re-engineering". This will involve eliminating marginal work, transferring work to other agencies who can do the work better, and further improving the efficiency of AT&L. This should be completed in a few more weeks. We share your sense of "urgency".

Action: None. Information Only.

snowflake

July 26, 2002 5:29 PM

TO: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Acquisition Process Improvements—Getting Out the Word

Here is Pete Aldridge's paper of what he has done. How do we get this word out?

Should we have an internal communication that once a month or once a week sends out, throughout the Department of the Defense and the public, what departments or agencies have accomplished?

Let's get a system where we do that.

Thanks.

Attach.
07/23/02 USD(AT&L) memo to SecDef re: Acquisition Process Improvements

DHR.dh
072602-23

Please respond by 08/16/02

Response attached

Larry DiRita

C 8/29

SPD 8/28

460.13

26 Jul 02

U19319 02

snowflake

TO: SECDEF

FROM: Torie Clarke

DATE: 13 August 2002

SUBJECT: Acquisition Process Improvements—Getting Out the Word

We have on-going communication of major AT&L activities and accomplishments:

* Pete Aldridge has done 12 briefings. He has done 9 interviews, and we have done 11 news releases on various acquisition program announcements.

* All events/releases are featured on the DefenseLink and DefendAmerica websites.

* We do select e-mail alerts to interested individuals (e.g. business community, industry).

Going forward, we will produce a monthly update that we will distribute electronically throughout the building to our constituencies, and with your permission, at the Senior Staff Meetings.

July 23, 2002

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Deputy Secretary of Defense

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Action: None. Information Only.

snowflake

July 26, 2002 5:38 PM

TO: Torie Clarke

FROM: Donald Rumsfeld DR

SUBJECT: Defense Agencies

Attached is a paper on progress on defense agencies.

You ought to work with Pete Aldridge and figure out how we want to communicate some of this.

Thanks.

Attach.
03/27/02 USD(AT&L) memo to SecDef re: Defense Agencies

DHR:dh
072602-24

Please respond by _____

SPD
3/28
3/28
3/28

March 27, 2002

SECDEF HAS SEEN

JUL 26 2002

To: Secretary of Defense
Deputy Secretary of Defense

From: Pete Aldridge

Subject: Defense Agencies

SECDEF – We're going to brief you in more detail next week. Dyrenig Rich

ONE OF THE DEFENSE PLANNING GUIDANCE SESSIONS.

There is a lot of work going on relative to the Defense Agencies that has not received your attention. I have tried to summarize the highlights of our activities in each Agency (all are on a path for 15% Headquarters reductions):

Missile Defense Agency (MDA)—streamlined management and oversight; added "national teams" for architecture development; capabilities based approach to development and deployment; adding some new talent (space expertise); funding at about $8 billion per year.

Defense Advanced Research Projects Agency (DARPA)—focused on leading edge technology; revitalized space, robotics, information and directed energy activities; significantly increased funding in accordance with S&T plans; scrubbed their project proposals and developed an overall program below their fiscal guidance level, returning about $130 million in FYDP.

Defense Threat Reduction Agency (DTRA)—changed internal priority toward defense against weapons of mass destruction; support to CINCs for weapons effects analysis and new weapon testing (thermobaric); support to Homeland Security; manages Cooperative Threat Reduction efforts. Funding for DTRA remains constant through the FYDP ($1.2 billion per year).

Defense Logistics Agency (DLA)—privatizing distribution functions, changing focus from managing supplies to managing suppliers, modernizing internal business systems, and reducing manpower by 20% over the FYDP. DLA surchange is now lowest in the history and DLA is the smallest since 1962 (when it was created). DLA is projecting savings of $672 million over FYDP from cost reductions and outsourcing.

Defense Contract Management Agency (DCMA)—reducing manpower by 20% over the FYDP; implemented Activity Based Costing (ABC) throughout the agency; major increase in workforce productivity; activity underway to close out old contracts to reduce workload burden. DCMA represents the government's interest at contractor locations, serving at the request of their Military Department or Agency customer.

Defense Finance and Accounting Service (DFAS)—work underway at the direction of Dov Zakheim for a major restructuring of DFAS, to include more extensive outsourcing, and reduction in physical locations. We should have a "segmentation" plan in place in a month or so.

Defense Information Services Agency (DISA)—under the direction of John Stenbit, has developed a "vision" of providing global, secure, interoperable, "best value" support to the warfighter; their major activity of providing communications to the DoD is 86% outsourced; providing less expensive services relative to commercial "benchmarks"; actively working information assurance.

Action: None. Information only. We are setting up a summary briefing for you on the Defense Agencies.

CC: Ken Kreig

snowflake

July 26, 2002 5:38 PM

020000

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03/27/02 USD(AT&L) memo to SecDef re: Defense Agencies

DHR:dh
072602-24

Please respond by _____

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SPD
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March 27, 2002

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Deputy Secretary of Defense

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Defense Finance and Accounting Service (DFAS)—work underway at the direction of Dov Zakheim for a major restructuring of DFAS, to include more extensive outsourcing, and reduction in physical locations. We should have a "segmentation" plan in place in a month or so.

Defense Information Services Agency (DISA)—under the direction of John Stenbit, has developed a "vision" of providing global, secure, interoperable, "best value" support to the warfighter; their major activity of providing communications to the DoD is 86% outsourced; providing less expensive services relative to commercial "benchmarks"; actively working information assurance.

Action: None. Information only. We are setting up a summary briefing for you on the Defense Agencies.

CC: Ken Kreig

snowflake

12:50 PM

TO: Admiral Giambastiani

FROM: Donald Rumsfeld DR

DATE: July 27, 2002

SUBJECT:

When I meet with all the intel people, I would like to do it next week, and one of the items on the list I want to add is that I want a full court press on the regional subject.

Thanks.

DHR/azn
072702.05

Please respond by: 8/3/02

Col B—
Pls see
me on this
ASAP

000150

20JUL02

U19321 02

11-L-0559/OSD/13386

snowflake

11:33 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

DATE: July 27, 2002

SUBJECT: **Press Briefings**

I think I ought to have two press briefings this coming week, and each week before I leave.

Thanks.

DHR/azn
072702.01

Please respond by: _____

U19322 02

snowflake

July 29, 2002 11:47 AM

TO: Larry Di Rita
Col. Bucci

Advance to Bucci

FROM: Donald Rumsfeld DR

SUBJECT: Mr. O'Keefe

We just found out that Dick O'Keefe's full name is Charles R. O'Keefe.

We should check and see if there is a football field, athletic building or something named for him connected with the U.S. Armed Forces. I don't want people to spend a whole lot of time doing it, but if it is easy to do, I would like it done. I would think any person who is in charge of athletics for the U.S. Army there would know.

Thanks.

DHR:dh
072902-28

Please respond by _____

095

29 Jul 02

U19323 02

snowflake

July 29, 2002 10:15 AM

TO: LARRY COLBUCCI ~~Arlene~~

ADVANCE TO BUCCI

FROM: Donald Rumsfeld DR

SUBJECT: Korea

Please find out what the date of the ceasefire or armistice was in the Korean War. Our recollection is that our friend, Dick O'Keefe, died the last day or the day before the armistice or ceasefire, I don't know which.

Thanks.

Attach.
O'Keefe material

DHR:dh
072902-19

Please respond by _____

snowflake

July 24, 2002 11:03 AM

TO: Larry Di Rita
Col. Bucci

FROM: Donald Rumsfeld DR

SUBJECT: Trip to Korea

When I go to Korea, I might want to see a field that has been dedicated to Dick O'Keefe, a friend of mine from high school.

Thanks.

DHR:dh
072402-3

Please respond by _____

Dick Cheney

SIR. Army CMH is hunting down the info for us. Here's the info I pulled off the web.

Richard C O'Keefe
196 Art Bn X Corps
7-23-1953 KIA
CPL
US 55291408
MOS 0844

~~3 ID~~
~~40 ID~~
~~45 ID~~
TN National Guard

Armistice 27 July 1953

PFC Baird - WIA
PFC Hollins - WIA
CPL Plata - KIA

Looks like his crew got hit by a shell

11-L-0559/OSD/13390

RICHARD C OKEEFE

196 ART BN (155MM) X CORPS

Army

Date Of Loss 1953-07-23 00:00:00

(1953-07-23 00:00:00)

CPL - E4

SERVICE NUMBER: (b)(6)

DANE COUNTY WI

North Korea

Hostile, Died (KIA)

1930

Caucasian

Key No: 22255

Information:

New Database Search

Scroll Below For Remembrance
Additions | Corrections | I Knew Him | Family

11-L-0559/OSD/13391

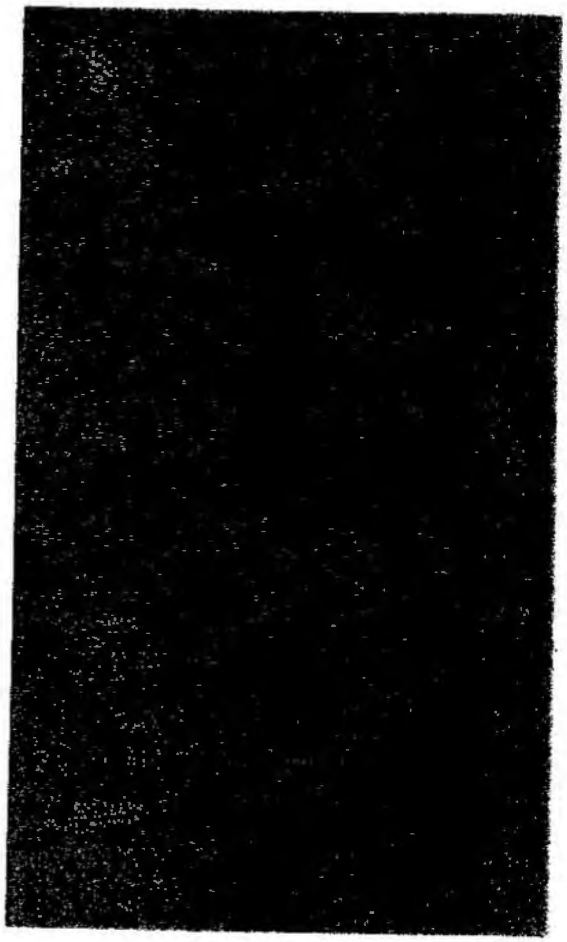
26 July 2002

Arlene

The Secretary has asked to visit a field named after a friend of his from high school who died in Korea. I've done some preliminary research and identified a Richard OKeefe who died 23 July 1953. Could you verify with the Secretary that this is indeed his friend. The Army Center for Military History is researching to find the field as well as some background on the circumstances behind his death and the reason(s) they named a field in his memory.

V/R

Lt Col Jim Collins
(b)(6)



snowflake

July 29, 2002 10:53 AM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Palestine and ICC

I see the Palestinians are filing an ICC violation against the Sharon government.

Is there any legal exchange that Israel and the U.S. ought to have, like a Section 98, that would protect Israelis who came to the United States from being extradited under the ICC?

Thanks.

DHR:dh
072902-23

Please respond by 08/16/02

015

29 JUL 02

U19324 02

snowflake

SD.3
7/31

July 29, 2002 10:20 AM 7/31

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Mike Bingham

2312

Did we ever do anything about Mike Bingham coming to work at the Pentagon?

Thanks.

DHR:dh
072902-20

Please respond by 08/01/02

7/29 -- As I recall, I spoke with him a couple of times. I outlined some general thoughts but told him I would want to explore in greater detail. He said he would give me a call when he was going to be in Washington sometime and I have not heard back. I can pulse him again.

Sec Def

Settle' Dave

29 JUL 02

Snowflake

July 29, 2002 5:05 PM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: PRC

China

I just read an intel paper on the PRC's view of China-U.S. military ties. If it is as important as they seem to think, we ought to give importance to it, as well.

I would like you to get Andy Marshall to think about it. Additionally, we ought to get the CIA or DIA to do an analysis of what would be most advantageous to the United States and to the relationship in terms of mil-to-mil: what ought we to point for? what are all the possibilities? what ought we to be working towards? what ought we to require? and what ought we to want from them?

We should put some brain power into it, rather than just sliding into it. Please come back with a proposal.

Thanks.

DHR:dh
072902-21

Please respond by _____

29 Jul 02

U19326 02

snowflake

July 29, 2002 10:03 AM

TO: Larry Di Rita

CC: MSgt (b)(6)

FROM: Donald Rumsfeld DR

SUBJECT: Cartoon

Please make sure we send a thank you to this fellow who sent this cartoon.

MSgt (b)(6) please get it framed for me.

Thanks.

Attach.
Ken Catalino Cartoon

DHR:dh
072902-16

Please respond by _____

DW. 7 SD

29 Jul 02

U19327 02

Mr. Secretary, Stay the course – Ken Catalino

"BUT OSAMA, THEIR DEFENSE SECRETARY HAS AN INJURY AND HE'S

snowflake

Done 8/2

July 29, 2002 9:36 AM

TO: (b)(6)

FROM: Donald Rumsfeld DR

SUBJECT: Threats

I should see any threat warning that is against anyone in the Department of Defense who is a senior person, if it is personal to them. I understand there was something about one of the senior military folks that I have not seen.

Please advise. Then get me in a process so I am aware of what is going on.

Thanks.

DHR:dh
072902-10

Please respond by 08/09/02

U19328 02

2 Aug 2002

MEMORANDUM FOR SECDEF

THRU: VADM GIAMBASTIANI

Sir,

Security was notified Saturday night (27 July 02) of the intelligence concerning a possible plan of assassination during an August visit to the Gulf Region. Although it appears the initial reports of the information were published on Friday, 26 July, the information did not filter down until the following day. I also was not notified until the night of the 27 July. Perhaps the lack of immediacy to the threat, the conditional aspect of the travel, or the source's untested reporting history had an effect on the later divulgence of the information. As of today, I'm being told the information is still being pursued and evaluated.

Obviously, we would want to be notified immediately on any issue concerning your safety, and I thought that mechanism was in place. We had addressed this very issue once before with the CIA and had worked out a "real time" telephonic notification process.

As a matter of routine, I review the CIA "Post Attack Threats to U.S. Interests Worldwide" and the DIA "Homeland Security Summary" on a daily basis. We also request and review DIA / NSA threat assessments on all planned oversea's travel. Periodically, we may receive reports from any of the intelligence agencies on issues relative to threats.

To shore up any shortcomings in the notification process, I have spoken with representatives of CABLES, CIA, DIA, the Joint Intelligence Task Force – Combating Terrorism, NSA, & the USSS and requested immediate and timely notification of any issue relative to your safety and/or threats. I have also expanded that request to include other senior DoD officials. At that point, the onus would then be on me to ensure that the information has been channeled into your office (via the Senior Military Assistant) and / or the security services as appropriate.

V/r, (b)(6)

snowflake

July 29, 2002 10:11 AM

SUBJECT: Timeline

I want to see (b)(6) about the timeline between the time an assassination threat came in and I heard about it, and the time the security service heard about it.

DHR:dh
072902-17

See me

Rich

snowflake

July 29, 2002 9:13 AM

TO: Marc Thiessen

CC: Jim Haynes

FROM: Donald Rumsfeld DR

SUBJECT: Anticipatory Self-Defense

819

384

I saw this piece in the *Early Bird* that refers to "anticipatory self-defense" and references the UN charter and customary international law doctrine. I like the phrase.

Jim, please look into this and see if there is such an "international law doctrine of anticipatory self-defense."

Thanks.

Attach.
David B. Rivkin Jr. and Lee A. Casey, "No Declaration of War Needed," *Wall Street Journal*, 07/26/02

DHR:dh
072902-6

Please respond by 08/09/02

29 Jul 02

U19329 02

GENERAL COUNSEL

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

INFO MEMO

August 2, 2002, 10:30 AM

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel

SUBJECT: Anticipatory Self-Defense

- Self-defense has been a fundamental right recognized in the customs and practices of nations. These practices are sometimes called the "law of nations" or "customary international law." The UN Charter—the most important codification of those customs and practices—did not create the right, nor does it limit it.

- The 1837 "*Caroline* Case" is generally cited as establishing the right of "anticipatory self-defense" under customary international law.

  - The steamer *Caroline* had been supplying armed insurgents against British rule in Canada with reinforcements of men and materiel from the United States. In response to the threat of more activity of this sort, a British force from Canada entered U.S. territory at night, seized the *Caroline*, set the ship on fire, and sent it over Niagara Falls, killing two U.S. citizens in the process.

  - The British claimed they were acting in self-defense. In an exchange of diplomatic notes, Secretary of State Daniel Webster called upon the British to show that the "necessity of self-defense [was] instant, overwhelming, leaving no choice of means, and no moment of deliberation . . . ."

  - Webster's articulation of the justification needed for use of force in that circumstance supports the legitimacy of anticipatory self-defense.

  - The *Caroline* case has been distilled into two principal requirements for using force in anticipatory self-defense:

    - The use of force must be necessary because of both the imminent nature of the threat and the absence of peaceful alternatives, and,

    - The response to the threat must be proportionate.

- Recent U.S. practice can be seen to demonstrate that the custom among nations (i.e., customary international law) is in accord:
    - Cuban Missile Crisis – nuclear missile bases in Cuba labeled an "immediate threat" and imposition of a blockade a justifiable act of self-defense.
    - 1986 air strikes on Libya justified in large part as anticipatory self-defense.
    - 1989 military action in Panama – President Bush explained the action was necessary to protect American lives in imminent danger.
    - 1993 attack on Iraqi Intelligence Headquarters in response to compelling evidence Iraq had attempted to assassinate President Bush justified as self-defense.
    - 1998 cruise missile strikes in Afghanistan in response to U.S. embassy bombings in Kenya and Tanzania justified as "a necessary and proportionate response to the imminent threat of future terrorist attacks against U.S. personnel and facilities."
- With the advent of nuclear and other sophisticated weapons and the potential for terrorists to obtain such weapons, the degree of imminence required to justify using force in anticipatory self-defense arguably should be seen differently: the threat need not be as demonstrably imminent if there is an increased risk of occurrence and an increased magnitude of harm.
- Taking those changed circumstances and the practice among nations into account, the appropriate analysis might be stated as follows:
    - Anticipatory self-defense is justified if a state:
        - Reasonably believes that it will be the subject of attack by WMD or terrorism;
        - Pursues nonmilitary remedies to no avail;
        - Waits until further delay would unreasonably increase the chances of significant harm ; and
        - Uses force proportional to the threat.

COORDINATION: None

cc: CJCS
USD(P)

snowflake

July 29, 2002 9:13 AM

TO: Larry Di Rita
(b)(6)

FROM: Donald Rumsfeld

SUBJECT: Daily Expenditures

In the future, when I check this paper, I am only going to check "business deductible" if it is business deductible. If it is personal, that means it is not ORF and it is not business deductible. It is just personal. Larry thinks I should check both, but I am not going to do it because it is wrong.

If someone doesn't understand it, please see me.

Thanks.

Attach.
07/27/02 Daily Expenditures

DHR:dh
072902-5

Please respond by 08/02/02

Done
Larry Di Rita
8/20

29 Jul 02

U19350 02

July 27, 2002

MEMORANDUM FOR SECRETARY RUMSFELD

RE: Daily Expenditures

Lunch in SecDef's office Saturday, July 26, 2002

			SecDef Will Pay - Classify As Either:	
DATE	**Attendees**	**ORF**	**PERSONAL**	**Business Deductible**
July 27, 2002	Secretary Rumsfeld		✓	✓
	Dr. Wolfowtiz	Personal		
	Ken Kreig	Personal		
	Admiral Giambastiani	Personal		

(X) Recommendation based on ORF Guidelines.

(Personal) Charged to individual's Personal Mess Account.

Please indicate your preference above.

Thank you,

V/r,

(b)(6)

DHR/Personal
Meal Allocation 2002/azn

Snowflake

July 30, 2002 11:16 AM

TO: VADM Giambastiani

FROM: Donald Rumsfeld DR

SUBJECT: Joint Forces Command

Let's find out who the recent generals and admirals are who served in Joint Forces Command, like Bell, who have gone on to do something else. We could ask Buck Kernan how joint they are. We might get some good names.

You might have Staser do it if you want.

Thanks.

DHR:dh
073002-15

U19331 02

Please respond by 08/16/02

STATUS REPORT 8/5

SECDEF—
Attached is a 3 page list of names of recent flag officers who served at JFCOM. I'm working with Kernan to put some "joint" metrics to them. Will also pass to Staser. DR

11-L-0559/OSD/13406

NAME	DATES	SVC	PRESENT POSITION/ADDRESS	ADDRESS LINE 2
Commander (J00)				
GEN William F. Kernan	Sept 00 --	USA	Commander	US Joint Forces Command
ADM Harold W. Gehman	Sept 97--Sept 00	USN	(b)(6)	
Gen John J. Sheehan	Oct 94 -- Sept 97	USMC	(b)(6)	
Deputy Commander (J01)				
VADM Martin Mayer	Nov 00 --	USN	Deputy Commander	US Joint Forces Command
LTG Thomas Burnette	Jul 99 -- Nov 00	USA	(b)(6)	
LTG John M. Keane	Mar 98 --Jun 99	USA	Vice Chief of Staff (GEN)	Office of the Chief of Staff
MG Greg Gile (acting)	Nov 97 -- Mar 98	USA	(b)(6)	
VADM William J. Fallon	Sept 96 -- Nov 97	USN	Vice Chief of Naval Operations (ADM)	2000 Navy Pentagon
Chief of Staff (J02)				
Maj Gen Jack R. Holbein	Nov 00 --	USAF	Chief of Staff	US Joint Forces Command
Maj Gen Richard C. Marr	Sept 99 - Sept 00	USAF	(b)(6)	
Maj Gen John F. Miller	May 99 -- Sept 99	USAF		
Director for Plan & Operations, Logistics and Engineering (J3/4)				
BGen Thomas L. Moore	Jul 01 --	USMC	J3 (J4 combined with J3, 1 Jul 02)	US Joint Forces Command
BGen Samuel T. Helland	Aug 99 -- Jul 01	USMC	Deputy Commander	US Marine Forces South
Director for Operations (J3)				
MG Greg L. Gile	June 96 -- June 99	USA	(b)(6)	
Director for Logistics (J4)			Combined with J3	
COL Ronnie Roberts			Deputy J4, Logistics and Engineering	
BG Gary L. Border	Jul 00 -- Jul 02	USA	Commanding General	Defense Supply Center Philadelphia
BG Robert Dail	Oct 98 -- Jul 00	USA	Commanding General (MG)	US Army Transportation Center & Sc
BG Terry E. Juskowiak	Jun 97 -- Sept 98	USA	Commanding General (MG)	US Army Quartermaster Center & Sc
BG Robert L. Floyd II	Aug 95 -- June 97	USA		
Director for Plans & Policy (J5)				
RDML (S) Barry McCullough	Jul 01 --	USN	J5	US Joint Forces Command
Maj Gen John F. Miller	May 98 -- June 99	USAF	(b)(6)	
Maj Gen William T. Hobbins	Aug 96 -- Apr 98	USAF	12 AF/CC	2915 S Twelfth Air Force Dr. Suite 21
Maj Gen John B. Sams, Jr.	Feb 96 -- Apr 98	USAF	(b)(6)	

NAME	DATES	SVC	PRESENT POSITION/ADDRESS	ADDRESS LINE 2
Director for C4 (J6)				
Brig Gen Walter I. Jones	Aug 01 --	USAF	Director C4	US Joint Forces Command
Brig Gen Anthony W. Bell	Aug 00 -- Aug 01	USAF	(b)(6)	
BG Jerry W. McElwee	Jul 98 -- Aug 00	USA	The Boeing Company	(b)(6)
BG John P. Cavanaugh	Sept 96 -- Jul 98	USA	Commanding General (MG)	US Army Signal Center & School
Director for Joint Training (J7)				
MGen Gordon Nash	Jan 02 --	USMC	Director Joint Training	US Joint Forces Command
MG Edward Soriano	Oct 01 -- Jan 02	USA	Director	Homeland Security
MG George W. Casey Jr.	Jul 01 -- Oct 01	USA	Director Strategic Plans & Policy (LTG)	The Joint Staff
MG William S. Wallace	Jul 99 -- Jul 01	USA	Commanding General (LTG)	V Corps
MGen Marten R. Berndt	Jul 97 -- Jul 99	USMC	Commanding General	II Marine Expeditionary Force
MGen Michael P. DeLong	Jun 95 -- Jul 97	USMC	Deputy Commander (Lt Gen)	US Central Command
Deputy Director for Joint Training (J7A)				
Brig Gen James B. Smith	Aug 00 --	USAF	Dep Director Joint Training	US Joint Forces Command
Dir Strategy Requirement Integration (J8)				
Maj Gen Daniel Dick	Nov 00 --	USAF	Director J8	US Joint Forces Command
RADM Martin Mayer	Sept 99 -- Nov 00	USN	Deputy Commander (VADM)	US Joint Forces Command
Director for Joint Experimentation				
MG Dean W. Cash	Jul 00 --	USA	Director Joint Experimentation	US Joint Forces Command
Maj Gen Timothy Peppe	Dec 98 -- May 00	USAF	Special Assistant to CSAF	HQ USA/CC-EAF
Dir HLS/Commander Joint Force HQ HLS				
MG Russell L. Honore'	Aug 02 --	USA	Commander	Joint Force HQ Homeland Security
MG Edward Soriano	Oct 01 -- Aug 02	USA	Commander (LTG)	I Corps and Fort Lewis
MG George W. Casey Jr.	Sept 01 -- Oct 01	USA	Director, Strategic Plans & Policy (LTG)	The Joint Staff
Director Joint Reserve Directorate (JRD)				
Brig Gen William Gordon	Sept 02 --	USAFR	Director	JRD
RADM Martin E. Janczak	Oct 01- Sept 02	USNR	(b)(6)	

NAME	DATES	SVC	PRESENT POSITION/ADDRESS	ADDRESS LINE 2
Command Surgeon				
RADM Bonnie B. Potter	Dec 99 --	USN	Command Surgeon	Atlantic Fleet/US Joint Forces Comm
RADM William R. Rowley	Mar 98 -- Dec 99	USN	(b)(6)	
RADM James H. Black	Jul 93 -- Mar 98	USN		
Iceland Defense Force				
RDML J. J. Waickwicz	June 01 --	USN	Commander	Iceland Defense Force
RDML D. Architzel	Nov 98 -- June 01	USN	Commander	Navy Region Mid-Atlantic
RDML D. L. Kloeppel	May 98 -- Nov 98	USNR	(b)(6)	
RDML J. E. Boyington	Aug 96 -- Apr 98	USN	Chief	Naval Air Training Center Corpus Chi
JTF Civil Support				
MG Jerry Grizzle	Oct 01 --	USARN	Commander	JTF Civil Support
BG Bruce Lawlor	Oct 99 -- Oct 01	USARN	Director Military Support (MG)	Office of Homeland Security
JTF 6				
BG John A Yingling	Jul 02 --	USA	Commander	Joint Task Force Six
BG F. Joseph Prasek	Sept 00 -- Jul 02	USA	Assistant Division Commander	1430 7th Infantry Division Headquart
BG Dorian T Anderson	Aug 98 -- Sept 00	USA	Commander (waitng confirmation for MG)	US Army Total Personnel Command
BG James J Lovelace Jr.	Sept 96 -- Aug 98	USA	Commander	US Army Alaska

snowflake

July 30, 2002 7:47 AM

TO: VADM Giambastiani

FROM: Donald Rumsfeld DR

SUBJECT: Gen. Kernan

I would think Buck Kernan would make a good mentor to be added to that group.

Thanks.

DHR:dh
073002-11

Please respond by _____

7/30

Agree completely.
VR
Ed

30 Jul 02

U19332 02

Snowflake

July 30, 2002 7:46 AM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: ISAF

Turkey

We simply have to figure out who is going to follow Turkey as head of ISAF.

Thanks.

DHR:dh
073002-10

Please respond by 08/16/02

30 Jul 02

U19333 02

snowflake

(202)862-5840

July 30, 2002 7:17 AM

TO: Newt Gingrich

FROM: Donald Rumsfeld DR

SUBJECT: Crusader

Here is a response from Pete Aldridge on your e-mail concerning a lightweight system to replace Crusader.

Regards,

Attach.
07/23/02 USD(AT&L) memo to SecDef re: E-mail from Newt Gingrich

DHR:dh
073002-3

Please respond by _____

U19334 02

1105
1240

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

SECDEF HAS SEEN
JUL 30 2002

ACQUISITION, TECHNOLOGY AND LOGISTICS

INFO MEMO

July 23, 2002, 4:30 PM

FOR: SECRETARY OF DEFENSE

FROM: Mr. E. C. 'Pete' Aldridge, Under Secretary of Defense (Acquisition, Technology and Logistics) Pete 7/24/02

SUBJECT: E-mail from Newt Gingrich

- In the attached e-mail Mr. Gingrich proposes rapid development of a lightweight system to replace the Crusader howitzer program (with your note at TAB A).

- In response to your question of whether we are on that track, while a stand-alone program as he describes is not planned, the Army's Future Combat Systems (FCS) program embodies several of the key program features, as well as a specific vehicle variant, along the lines he suggests.

- Although the FCS configuration is not finalized, it is currently planned to include a family of C-130 transportable combat vehicles, one of which would be a 155mm Non-Line-Of-Sight (NLOS) weapon for indirect fire support.

- FCS is being developed under an extremely aggressive schedule, in Army partnership with DARPA, and using streamlined contracting authority. First Unit Equipped is scheduled for 2008.

- Also, of the $475.6M (FY03) freed up by the Crusader cancellation decision, $195.5M has been allocated to enhance indirect fires efforts under FCS. !!

- No action required.

We are on the right track!

COORDINATION: None

Prepared by: Walt Squire, (b)(6)

(b)(6) CIV, OSD From Newt Gingrich SECDEF HAS SEEN

JUN 25 2002

From: Thirdwave2@aol.com

Sent: Wednesday, May 08, 2002 6:29 AM

To: (b)(6) @osd.pentagon.mil; Ed.Giambastiani@osd.pentagon.mil; Larry.DiRita@osd.pentagon.mil

Cc: jaymie.durnan@osd.pentagon.mil; James.P.Thomas@osd.pentagon.mil; peter.pace@js.pentagon.mil; john.keane@hqda.army.mil

Subject: for secdef depsecdef-beyong Crusader maximizing the speed of transformation

For secdef,depsecdef
from Newt May 8,2002

Making the Crusader decision a step toward implementing transformation

Simply cancelling transformation does not guarantee transformation although it does free up resources and create an opportunity.

Left alone the traditional bureaucracy may see this as an opportunity to absorb the funds into another long,slow development ,even slower implementation process.

There is an opportunity to work with General Keane to create a defined goal of a very rapidly developed, much more accurate and more air transportable system that has the speed to move with high speed armored forces, can replace a number of traditional 155s and uses the best of the Crusader advances (eg. automated loader, precision fires) to develop a fieldable variant within the same time frame as Crusader.
Since Crusader was being fielded at a leisurely pace it should be possible to actually cut through the usual slow planning and testing process and actually field a weapon within the current schedule.
Thus the Army would have a new agile highly accurate system with a smaller logistics tail and greater capability without having lost a single year.
If it is done colaboratively so the Army is involved in thinking through the requirements and the process of testing and fielding it should be a model of how to move rapidly toward transformational technologies.
This would allow you to create a transformational system in a transformational way and could become a model for other development.
This can only be accomplished by close osd-army collaboration in the discussio planning process and a willingness to cut through red tape and if necesary ask Congress to help modernize the procurement process.

Finally, done properly this should be a joint weapons capability which fits into our future vision of an integrated transformed battle space and it ought to include the potential for the Marines to buy it if it is agile enough and a big enough improvement over their current weapons set. It could also be a system "franchisable" to key allies if it is a transformational leap over their current capabilities.

snowflake

June 25, 2002 9:55 AM

SPD
7/25

TO: Pete Aldridge

FROM: Donald Rumsfeld

SUBJECT: Crusader

Please take a look at this note from Newt Gingrich on Crusader and tell me if you think we are on that track. It sounds to me like we are not.

Please advise.

Thanks.

Attach.
05/08/02 Gingrich e-mail to SecDef re: Crusader

DHR:dh
062502-28

Please respond by 07/26/02

7/29

SECDEF HAS SEEN
JUL 30 2002

Aldridge Response Attached.

Larry DiRita

7/29

snowflake

July 30, 2002 6:45 AM

TO: President George W. Bush

FROM: Donald Rumsfeld

SUBJECT: Ambassadors

Attached is a list of countries in which the selection of the U.S. Ambassador warrants consideration from a national security or military perspective.

When selecting ambassadors for these countries, it would be helpful to have the opportunity to offer a view and help evaluate candidates. The countries on this list fit into one or more of the following broad categories:

- Significant military presence.
- Important role in Operation Enduring Freedom.
- Key ally.

When selecting U.S. Ambassadors for these countries, some criteria to which consideration should be given include:

- Expertise in military/national security policy matters.
- Familiarity with Washington Inter-Agency process.
- Understanding of U.S. military "footprint" in the region.
- Understanding of the role the military/defense plays in host nation.
- Broad diplomatic and military experience and good judgment.

Respectfully,

Attach.
DoD Interests

DHR:dh
072902-35

U19335 02

snowflake

July 30, 2002 6:47 AM

SUBJECT: DoD Interests

List of countries with substantial DoD interest:

Afghanistan
Bahrain
Bosnia
Colombia
Germany
India
Indonesia
Japan
Kuwait
NATO
Oman
Pakistan
Philippines
Qatar
Saudi Arabia
South Korea
Taiwan
Turkey
UN
Uzbekistan

DHR:dh
Current MFRs/List of Countries

snowflake

July 30, 2002 12:33 PM

TO: J.D. Crouch

FROM: Donald Rumsfeld DR

SUBJECT: Briefing

337

You heard what was said in that meeting with the former Secretaries of Defense et. al.

I think the briefing ought to be expanded to include some things that show linkages between terrorist global networks and states that sponsor terrorists.

I also think you ought to give some thought to addressing the question that was raised about using the actual words of Saddam Hussein, Khaddafi, Assad or some of these other people to show their intent. It is just unbelievable what they are saying.

J.D., people seemed to like the briefing—let's make it even better.

Thanks.

DHR:dh
073002-17

Please respond by 08/16/02

30 Jul 02

U19330 02

snowflake

July 31, 2002 4:39 PM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Information Ops

I have told Gonzales and Condi that I do not want that Executive Order on information ops to go through.

I want to see a copy of it, and we want to engage the Department in it, particularly Policy. Torie is the only who has been involved in it.

Thanks.

DHR:dh
073102-7

Please respond by 08/09/02

See Def

Done

Sir, Separately, I have spoken with Andy Card to convey the same message. He said he had spoken with you, too.

Larry

Larry Di Rita

U19337 02

11-L-0559/OSD/13419

snowflake

OFFICE OF THE
SECRETARY OF DEFENSE

2002 AUG 26 PM 3:27

July 16, 2002 4:44 PM

TO: Honorable Andrew H. Card, Jr.

FROM: Donald Rumsfeld

SUBJECT: Budget Amendment

Dov Zakheim

Here are two papers by ~~our Comptroller~~ explaining the $10 billion war reserve and how it fits into our overall budget.

With the President's budget amendment on the Hill, I thought these would help you get your head into the numbers.

Thanks.

Attach.
Talking Points, Defense Emergency Response Fund paper

DHR:dh
071602-4

8/24 USD(C) Dov See Sec Def Note DHR

9/10 USD(C) Dov See Sec Def note If still timely and useful, we can send. It may help if we go to bloody over the FY03 Auth. Bill. D. Rut

9/10

Ask Dov if this is still timely — If so send — Why a 2 memo?

U19338 02

11-L-0559/OSD/13420

TALKING POINTS RE: $10 BILLION

- The $10 billion budget amendment is needed to continue our efforts in Afghanistan.

- The remaining $369 billion simply does not provide us with funds to continue Operations Enduring Freedom and Noble Eagle into fiscal year 2003.

- Of that $369 billion —

  $6.7 billion is for inflation;
  $14.1 billion is for must pay bills such as Tricare for Life accrual, and pay raises;
  $7.4 billion is for fully funding training optempo and realistic weapons system costing;
  $9.4 billion is for procurement of munitions and other items that could be expended in Afghanistan or elsewhere;
  $0.6 billion is for programs generated by the Nuclear Posture Review.

- That leaves about $331 billion to meet baseline requirements, such as missile defense. This baseline excludes any activity in Afghanistan.

- But $331 billion is also the level of the FY 2002 enacted budget. Therefore, we were only able to fund new requirements, such as for transformation programs, by

  - reducing our program with cuts totaling $9.3 billion—these included important programs like SBIRS-LO and Navy Area Wide;

  - terminating Crusader.

- Unless we can draw upon the funds in the budget amendment for the $10 billion, *we have no money left* for Afghanistan operations, *at whatever tempo*, beginning October 1, 2002.

  - Clearly, at this time we cannot predict how far into FY 2003 the $10 billion would support Operations Enduring Freedom and Noble Eagle.

  - For this reason as well, we cannot predict whether there would be any funds available to support follow-on Global War on Terrorism operations in FY 2003.

The Defense Emergency Response Fund

$10 Billion Request

- The $10 billion is to support the continuation of OPERATION ENDURING FREEDOM. If money is diverted to fund other operations, then there will be less available to support ongoing operations in Afghanistan. There is no money in the baseline budget to fund the incremental cost of the global war on terrorism.

Military Operations **$7.82 billion**

- Of the $10 billion, $7.8 billion finances approximately 4 months of military operations, based on current operating tempo beginning October 1, 2002. These funds support deployed forces so that readiness and procurement accounts are not adversely impacted.
  - $5.3 billion finances: combat operations; sustainment of forces in the theater (food, supplies, etc.), training of troops prior to deployment, intelligence and communication requirements, cost of maintaining facilities and base support in the theater, the transportation of troops and supplies to and from the areas of operation.
  - $2.5 billion finances: the incremental additional cost of military pay, subsistence of troops deployed, travel costs; medical costs, and the pay of mobilized Reserve and National Guard troops.

Munitions **$0.2 billion**

- Finances the procurement of critical munitions that are in short supply.
  - $35 million finances 700 Hellfire missiles for the Navy and Marine Corps.
  - $94 million finances munitions for the Army and the Special Operations Forces to replace munitions expended.
  - $25 million finances a variety of bombs including, laser-guided bombs; and Joint Direct Attack Munition (JDAM) bombs for the Navy and the Air Force

Classified Programs **$1.98 billion**

- Finances classified program in support of the continuing war on terrorism. Additional information addressing this requirement can be provided under separate cover.

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

COMPTROLLER

INFO MEMO

August 29, 2002, 1:00 PM

FOR: SPECIAL ASSISTANT TO THE SECRETARY OF DEFENSE

FROM: Dov S. Zakheim

SUBJECT: $10 Billion

- Attached is a paper that summarizes the $10 billion request contained in the President's Budget to finance the continuing war on terrorism during the initial months of FY 2003.
- The information in the paper is still timely and relevant.
- Given that the Congress has still not acted on the $10 billion requested, I believe it would be beneficial if this information paper was forwarded to Andy Card.

COORDINATION: None.

Attachment:
As stated

Prepared By: John M. Evans, (b)(6)

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

COMPTROLLER

INFO MEMO

August 29, 2002, 1:00 PM

FOR: SECRETARY OF DEFENSE

FROM: Dov S. Zakheim

SUBJECT: $10 Billion

- Attached is a paper that you could forward to Andy Card summarizing the $10 billion request contained in the President's Budget to finance the continuing war on terrorism during the initial months of FY 2003.
- This paper supports the budget amendment that the President sent to the Congress on July 3, 2002.

COORDINATION: None.

Attachment:
As stated

Prepared By: John M. Evans, (b)(6)

The Defense Emergency Response Fund

$10 Billion Request

- The $10 billion is to support the continuation of OPERATION ENDURING FREEDOM. If money is diverted to fund other operations, then there will be less available to support ongoing operations in Afghanistan. There is no money in the baseline budget to fund the incremental cost of the global war on terrorism.

Military Operations **$7.82 billion**

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Classified Programs **$1.98 billion**

- Finances classified program in support of the continuing war on terrorism. Additional information addressing this requirement can be provided under separate cover.

snowflake

December 6, 2002 8:22 AM

TO: Honorable Colin Powell

CC: Honorable Condoleezza Rice

FROM: Donald Rumsfeld DR

SUBJECT: Demonstration

I am going to leave in your hands the response to Sergei Ivanov on the cruise missile demonstration.

Thanks.

DHR:dh
120602-7

snowflake

Cindy

November 14, 2002 9:44 AM

10:01

TO: Powell Moore

FROM: Donald Rumsfeld DR

SUBJECT: Length of Authorization Bill

Larry Di Rita 12/4

Please tell me how many pages long the defense authorization bill is for the House and Senate this year.

Thanks.

DHR:dh
111402-17

Please respond by 11/26/02

~~Secret~~

12/7

To: ASD/LA

Powell - Dr
The note wants
to go back to '63.
S. Rick

U19432 02

Larry Di Rita
12/9

14 Nov 02

11-L-0559/OSD/13427

11/22
0800

LEGISLATIVE AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300
UNCLASSIFIED

SECDEF HAS SEEN
DEC 5 2002

INFO MEMO

November 18, 2002

FOR: SECRETARY OF DEFENSE

FROM: Powell Moore, Assistant Secretary of Defense (Legislative Affairs)

SUBJECT: Response to Length of Authorization Bill Snowflake # 111402-17

The attached summarizes the growth in pages of the Defense Authorization Bill since 1974.

Year (FY)	Statutes at Large Cite	Public Law #	Enrolled Bill	Date Enacted	Pages
1975	88 Stat. 399-409	93-365	HR 14592	Aug. 5, 1974	11
1976	89 Stat. 531-545	94-106	HR 6674	Oct. 7, 1975	15
1977	90 Stat. 923-936	94-361	HR 12438	July 14, 1976	14
1978	91 Stat. 323-338	95-79	HR 5970	July 30, 1977	16
1979	92 Stat. 1611-1628	95-485	S 3486	Oct. 20, 1978	18
1980	93 Stat. 803-820	96-107	S 428	Nov. 9, 1979	18
1981	94 Stat. 1077-1122	96-342	HR 6974	Sept. 8, 1980	46
1982	95 Stat. 1099-1133	97-86	S 815	Dec. 1, 1981	35
1983	96 Stat. 718-762	97-252	S 2248	Sept. 8, 1982	45
1984	97 Stat. 614-707	98-94	S 675	Sept. 24, 1983	93
1985	98 Stat. 2492-2660	98-525	HR 5167	Oct. 19, 1984	169
1986	99 Stat. 583-779	99-145	S 1160	Nov. 8, 1985	197
1987	100 Stat. 3816-4081	99-661	S 2638	Nov. 14, 1986	266
1988	101 Stat. 1019-1248	100-180	HR 1748	Dec. 4,1987	230
1989	102 Stat. 1918-2124	100-456	HR 4481	Sept. 29, 1988	207
1990	103 Stat. 1352-1690	101-189	HR 2461	Nov. 29, 1989	339
1991	104 Stat. 1485-1855	101-510	HR 4793	Nov. 5, 1990	371
1992	105 Stat. 1290-1588	102-190	HR 2100	Dec. 5, 1991	299
1993	106 Stat. 2315-2770	102-484	HR 5006	Oct. 23, 1992	456
1994	107 Stat. 1547-1966	103-160	HR 2401	Nov. 30, 1993	420
1995	108 Stat. 2663-3113	103-337	S 2182	Oct. 5, 1994	451
1996	110 Stat. 186-703	104-106	S 1124	Feb. 10, 1996	518
1997	110 Stat. 2422-2870	104-201	HR 3230	Sept. 23, 1996	449
1998	111 Stat. 1629-2078	105-85	HR 1119	Nov. 18, 1997	450
1999	112 Stat. 1920-2278	105-261	HR 3616	Oct. 17, 1998	359
2000	113 Stat. 512	106-65	S 1059	Oct. 5, 1999	466
2001	114 Stat. 1654	106-398	HR 4205	Oct. 30, 2000	515
2002	115 Stat. 1012	107-107	S 1438	Dec. 28, 2001	384
2003	N/A	N/A	HR 4546	Conference Bill Text >	514

Interesting.

Go back to when I served in 6th

1963 –

snowflake

26

UNCLASSIFIED ~~SECRET~~

July 1, 2002 5:45 PM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Manhunts

How do we organize the Department of Defense for manhunts? We are obviously not well organized at the present time.

Thanks.

DHR.dh
070102-35

Please respond by 08/02/02

SECDEF

7/12

Andrews/Feith answer attached. Good read ahead for Monday 15 July Gen. Holland brief.

1 Jul 02

~~SECRET~~

UNCLASSIFIED

07-03-02 U19444 /02

TOTAL P.01

11-L-0559/OSD/13430

Snowflake

02 /010368 - 050P

July 12, 2002 11:10 AM

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Bosnia and Kosovo

I met with a general yesterday who told me that all the indicators in Bosnia and Kosovo are good, which suggests we can continue to draw down our forces and that the locals' capability is increasing. He said official indicators are used for this analysis.

I have never seen any of these indicators. I would like to get some tracking on them. Please provide them.

Thanks.

DHR dh
071202-7

Please respond by 08/02/02

8/27

See attached response.

11-L-0559/OSD/13431 U19447 /02

Snowflake

December 9, 2002 7:28 AM

TO: Gen. Franks

CC: Gen. Myers

FROM: Donald Rumsfeld DR

SUBJECT: Article

Attached is an article from the *Washington Times*. Let's talk about it when we are together later this week.

Thanks.

Attach.
Scarborough, Rowan. "Fear of Casualties Hampers Hunt for Taliban," *Washington Times*, December 9, 2002, p. 1.

DHR:dh
120902-2

Please respond by 12/13/02

Afghanistan

Washington Times
December 9, 2002
Pg. 1

Fear Of Casualties Hampers Hunt For Taliban

By Rowan Scarborough, The Washington Times

U.S. commanders have turned down as too risky plans for special operations missions to attack Taliban and al Qaeda fighters in Afghanistan, according to soldiers and Bush administration officials.

Military sources said that on several occasions, Army Green Beret A-Teams received good intelligence on the whereabouts of former Taliban leader Mullah Mohammed Omar, one of the United States' most sought after fugitives. In each case, soldiers said, commanders turned down the missions as too dangerous or because they believed the intelligence was shaky.

The military sources said that in recent months, Green Berets, also called Special Forces, have written detailed plans, or what are called "concept for operations" (conops), to find and attack Taliban leaders. In virtually all the cases, the officials said, the conops were turned down by Task Force 180, the overall Afghanistan command at Bagram air base north of Kabul.

Col. Roger King, chief spokesman for Task Force 180, issued a statement yesterday rebutting these accounts from Special Forces soldiers. The statement said 580 conops had been conducted by Green Berets during the past three months.

Special Forces sources, however, said the vast majority of missions involved reconnaissance or searches for weapons caches — not a specific plan to attack a Taliban leader.

"We had a good plan," said one Special Forces soldier, who, like others interviewed for this story, asked not to be identified for fear of retribution from superiors.

"We came in hard in November, December, January, February and we won," the soldier said. "Since then, we've been floundering."

Said another solider with knowledge of operations in Afghanistan: "If you put in a conop, if it said 'raid,' 'ambush,' 'kill,' 'sniper,' anything like that, the conop would be disapproved based on the vocabulary used. If you said my team has intelligence that a Taliban corps commander was going to be at such a place, set up an ambush and engage and try to kill or capture him, that would be out of hand rejected."

Defense Secretary Donald H. Rumsfeld has ordered all senior U.S. commanders to "lean forward" or be aggressive in the war against Osama bin Laden's al Qaeda fighters and other terrorists.

A senior defense official said the lack of what are called "direct action" special operations missions comes at a critical time. The military sources said that based on intelligence collected by A-Teams and U.S. agencies, there are likely only 50 to 100 devoted Taliban leaders left in Afghanistan. Some are trying to form new guerrilla groups by merging with Pakistani and Arab militants.

Special Forces soldiers on the ground say that if the United States misses its chance now to kill or capture them, the hard-core Taliban leaders may be successful in reorganizing their units and other militants' and destabilizing the regime of Afghan President Hamid Karzai.

11-L-0559/OSD/13433

An administration official said the issue of approving conops has been discussed at high levels in the Pentagon.

Soldiers traced the operational slowdown in Afghanistan to an incident last June at Deh Rawod called Operation Full Throttle, a major direct action by coalition commandos in Afghanistan. As ground warriors moved toward Taliban targets in areas north of Kandahar, an AC-130 gunship fired rounds into a village where anti-aircraft fire was spotted.

When the smoke cleared, 34 civilians had been killed, according to an investigation by U.S. Central Command, which runs the war in Afghanistan. Some Special Forces soldiers contend that the casualty total was much lower.

Still, special operations troops considered Full Throttle a success because it flushed out some Taliban leaders and sent them scurrying to Pakistan, where they remain today, soldiers said.

Soldiers said that since Deh Rawod, the process of winning approval for a conops became more bureaucratic when they called for missions involving ambushes. Military lawyers started playing a larger role in reviewing and recommending against direct action missions.

Some commandos viewed the disapproval as a sign of timidity by commanders at the Bagram air base, who did not want to see their careers damaged by missions that might go bad.

Task Force 180 is led by Lt. Gen. Dan McNeill, an Army corps commander whose units include the 82nd Airborne Division. Commandos say there is an attitude at the Task Force that special operations forces have been in Afghanistan too long.

Historically, conventional warfare commanders have harbored a distrust of special operations units, believing some of their missions' risks outweigh the benefits.

"The fear of getting prosecuted for anything there is real. There's a paranoia," said one soldier. "There are so many lawyers."

Said a Special Forces soldier: "There is nothing worth dying for in Afghanistan. None of us want to take an unnecessary risk, but we did want to catch terrorists."

Gen. McNeill was in Washington last week briefing Mr. Rumsfeld and President Bush on the pace of operations in Afghanistan.

The Task Force 180 statement from Col. King to The Washington Times said:

"Without knowing who you talked to, I can't comment on either their motives or familiarity with operations in Afghanistan. However, Special Forces here executed 580 conops during September, October and November. These operations were not all offensive in nature, as some were reconnaissance, but it is a good indicator of the pace of operations in Afghanistan.

"Additionally, conventional forces here conducted approximately 20 larger operations during the same time frame. All those operations were offensive in nature. The primary mission of [Task Force] 180 remains to 'kill or capture' terrorists in Afghanistan. To that end, coalition forces have apprehended more than 550 persons since May."

In early November, Gen. Richard B. Myers, chairman of the Joint Chiefs of Staff, expressed some unhappiness with the pace of intelligence collection and anti-terror operations in Afghanistan.

"They've adapted their tactics, and we've got to adapt ours," he told a gathering at the Brookings Institution.

He spoke of an "intelligence flow that has to be more exquisite, if you will, than it's been in the past" and of "the ability of our forces to strike very quickly on intelligence that may not be 100 percent perfect or sure, but to take that kind of risk because the payoff is so important."

He added: "In general, I think that's where we need to improve. And I think in a sense we've lost a little momentum there, to be frank."

A Pentagon official, speaking on the condition of anonymity, said Friday that Gen. Myers was referring to the lack of success in capturing key al Qaeda fighters. He said that since the general made his remarks to the Brookings Institution there have been improvements.

A soldier told of an incident within one A-Team this summer. An Afghan soldier repeatedly followed and watched the team as it moved around eastern Afghanistan, one of the last strongholds of Taliban and al Qaeda fighters in that country.

One day, the Afghan approached and pointed his rifle. An A-Team member responded by shooting and killing him. The incident would have ended there, except that a support personnel attached to the team filed a complaint at headquarters.

"The word got out. Anyone can be prosecuted," said one soldier.

Asked about this shooting, Task Force 180's Col. King said, "There is an incident similar to what you described that is currently under investigation. This investigation is being handled by U.S. Army Special Forces Command, Fort Bragg, N.C. As a rule, we don't comment on ongoing investigations."

There are 30 A-Teams in Afghanistan, who are conducting operations along with a contingent of local Afghans who act as guides and bodyguards.

OFFICE OF THE SECRETARY OF DEFENSE
1700 DEFENSE PENTAGON
WASHINGTON, DC 20301-1700

OFFICE OF THE SECRETARY OF DEFENSE

2002 DEC 13 AM 11: 19

OPERATIONAL TEST AND EVALUATION

INFO MEMO

December 13, 2002, 10:00 a.m.

FOR: SECRETARY OF DEFENSE

FROM: Thomas P. Christie, Director, Operational Test and Evaluation TPC

SUBJECT: Defense Operational Test and Evaluation Council

Thank you for meeting with the Defense Operational Test and Evaluation Council on December 2. The job of the Operational Test Agency commanders is difficult. When they find that systems are immature, below performance expectations, or unsafe, they are unpopular within their own Service. Your demonstrated interest will encourage them to persist in ensuring our weapons will work in combat.

During the discussion, you asked for ideas related to your initiatives and priority list. While other recommendations are forthcoming, I believe one item should top the list:

- To strengthen our joint warfighting capabilities, the Department should not only "train as we fight" but also "test as we fight."

The Department has acted to improve joint operational training through the creation of a Joint National Training Center. I believe it should act to also create a Joint Test and Evaluation Capability. The same principles that guide joint operational training also guide operational testing:

- Provide operational realism
- Use smart opposing forces
- Compare results to ground truth
- Learn through feedback

Infrastructure requirements (ranges, instrumentation, etc.) for both training and testing are similar. We should base future infrastructure decisions on a corporate perspective that satisfies both joint operational training and joint operational testing priorities.

Thank you for the opportunity to address our key test and evaluation issues. I look forward to providing you with the recommendations of the Council, and updating you on the testing and evaluation of our most important weapons programs.

Prepared by: COL William Keegan, (b)(6)

U19585-02

020 OTE

13

Snowflake

EF3529 LA
021 017094

November 23, 2002 3:10 PM

TO: J.D. Crouch

FROM: Donald Rumsfeld DR

SUBJECT: UK and ICC

You were in the meeting with Hoon. He seems to think that the Department of State is the one stopping the signing of an agreement on the ICC.

Please get with Bolton and find out what in the world is going on.

Thanks.

DHR:dh
112302.6

Please respond by 12/6/02

1400 RECEIVED IN ISP

11/25
USDP
ISP lead
Suspense 12/4/02
V/Rich

• SEEN BY PDASD 26 NOV @ 0745
• SEEN BY MARK ESPER ON 26 NOV AT 0915

11-25-02 12:02 IN

11-149919908-09FII

11-L-0559/OSD/13437

U·19601-02

snowflake

December 9, 2002 8:46 AM

032

TO: Larry Di Rita

CC: ~~Powell Moore~~

FROM: Donald Rumsfeld DR

SUBJECT: Senator Dorgan

On this Byron Dorgan call, I should talk to Dorgan. If he wants to talk to me, I have to talk to a Senator. I can't keep sloughing him off on other people. I will call him from the airplane or wherever I am.

Thanks.

DHR:dh
120902-9

Please respond by 12/13/02

9 Dec 02

U19650 /02

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

LEGISLATIVE AFFAIRS

SECDEF HAS SEEN
2002

December 12, 2002

032

FOR: SECRETARY OF DEFENSE

FROM: Powell A. Moore, Assistant Secretary of Defense (Legislative Affairs)

SUBJECT: Response to Senator Dorgan Snowflake # 120902-9

- As you were leaving on your trip, I called Senator Dorgan's scheduler and offered to try to connect the two of you while you were on the aircraft. She called back later and said that Senator Dorgan was traveling, making it difficult to set up this call. She indicated that he would place a call again. I will call them on Monday again and remind them of your availability.

- When a Senator or a Representative places a call to you, your office advises me. More often than not, you are not immediately available to return the call. I will usually call them and say we have their message and that you will return the call when your schedule permits. I suggest, in the meantime, that if the issue about which they are calling requires immediate attention, I am available to attempt to assist them. In many cases this approach seems to satisfy their interest. Frequently, they are simply fulfilling a commitment to a constituent to call you to reinforce an invitation that has been extended to you to come to their state or district.

12 Dec 02

U19651 /02

11-L-0559/OSD/13439

snowflake

December 9, 2002 11:09 AM

TO: Powell Moore

CC: Gen. Myers
Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Legislative Improvements

Here are recommendations for legislative improvements from Admiral Fargo.

Let's make sure they are included.

Thanks.

Attach.
11/20/02 USPACOM memo to SecDef re: Improving the Security Process

DHR:dh
120902-28

Please respond by 12/20/02

12/15

→ Victor Berson

Larry Di Rita
12/17

U19738 02

C1215

COMMANDER, U.S. PACIFIC COMMAND
(USPACOM)
CAMP H.M. SMITH, HAWAII 96861-4028

20 November 2002

To: Secretary of Defense, 1000 Defense Pentagon, Washington D.C. 20301-1000

Subj: IMPROVING THE SECURITY ASSISTANCE PROCESS

1. Mr. Secretary, at the Combatant Commanders' Conference, you asked for recommendations to improve our processes. General Ralston and I expressed concern over inefficiencies in Security Assistance (SA) programs. Critical to supporting improvement of allied and friendly defense capabilities, the SA approval process is slow and unnecessarily bureaucratic. For example, allied foreign military sales requests consume up to six months from initiation to case implementation. Requests from non-allied nations typically require even more time. Portions of the process are conducted in a serial vice parallel manner.

2. I recommend the following actions and will provide needed detail and rationale to USD policy:

- Legislative Improvements
  - Amend the Arms Export Control Act (AECA) to increase monetary thresholds that trigger congressional notification and certification requirements.
  - Expand eligibility for the 15-day AECA 36b notification requirement to include all countries party to a mutual defense treaty with the United States, with other countries nominated as appropriate. With the exception of Japan, Australia, and New Zealand, the total notification requirement is 50 days.
  - Amend Title 10 United States Code authorizing the Secretary of Defense to establish Regional Commander discretionary accounts for International Military Education and Training (IMET) and Foreign Military Financing (FMF) funds. This improvement would permit the Regional Commander to better meet emergent requirements of developing countries supporting the Global War on Terror.
  - Improve flexibility of Operation and Maintenance (O&M) funds to permit Secretary of Defense approval for use of O&M funds for defense articles, services, and training for developing countries involved in operations and exercises directly related to the Global War on Terror.

- Procedural Improvements
  - Military departments identify and act on Exception to National Disclosure Policy (ENDP) and AECA 36b notification issues earlier in the process.
  - Simplify the procedures such that they can reasonably be accomplished within the training provided to Security Assistance Officers.

THOMAS B. FARGO
Admiral, U.S. Navy

snowflake

#341

7:19 AM

TO: Gen. Dick Myers

CC: Steve Cambone
Dov Zakheim

FROM: Donald Rumsfeld DR

DATE: November 27, 2002

SUBJECT: **Aerospace Daily Article**

Here's an article from *Aerospace Daily* on a GAO report saying we are under-equipped to defeat air defenses.

Would you take a look at that?

Thanks.

A 12/2

DHR/azn
112702.02

Attach: "DoD Remains Under-Equipped to Defeat Air Defenses, GAO Says," 11/27/02 Aerospace Daily

Please respond by: 12/7/02

372.24

27 NOV 02

02 DEC 2 11:38 AM

Tab A

11-L-0559/OSD/13442

U19744 /02

snowflake

December 16, 2002 10:59 AM

TO: Honorable Anthony J. Principi
Secretary of Veterans Affairs

CC: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: Health Care Task Force

David Chu tells me the Presidential Task Force to Improve Health Care Delivery for Veterans is looking at some tentative conclusions for the report in March.

I have not yet been briefed on the matter, but I hope you'll let us know early if things are not going in the direction you think appropriate.

Thanks.

Attach.
12/09/02 USD(P&R) memo to SecDef re: Monthly Progress Report [U19420-02]

DHR:dh
121602-16

701

16 Dec 02

12/10
1130

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

SECDEF HAS SEEN

DEC 16 2002

PERSONNEL AND READINESS

INFO MEMO

DEC 09 2002

FOR: SECRETARY OF DEFENSE

FROM: Dr. David S. C. Chu, Under Secretary of Defense (Personnel and Readiness)
David S. C. Chu 9 Dec 02

SUBJECT: Monthly Progress Report on Department of Defense/Veterans Affairs Initiatives for November 2002

- **Deployment Health Work Group.** The Health Executive Council chartered the Deployment Health Work Group to examine opportunities for collaboration between the Department of Defense, Department of Veterans Affairs and the Department of Health and Human Services on a broad range of military and veterans' health care issues with a primary focus on deployment health.

- **Participation in the Veterans Affairs Capital Asset Realignment for Enhancement Services Planning Process.** The goal of this process is to project system capacity and capital requirements based on future population projections for 2012 and 2022. During the week of November 12-15, 2002 Veterans Affairs, Department of Defense and Service planners conducted a system-wide analysis of Planning Initiatives in all 75 Veterans Affairs Market areas and identified 66 areas for further study and collaboration. Several initiatives are concurrent with on-going investment planning efforts in the Department of Defense. Final decisions from this planning process will be presented to the Secretary of the Veterans Affairs in September 2003.

- **Meeting with Co-Chairs of the Presidential Task Force to Improve Health Care Delivery for our Nation's Veterans.** Dr. Chu and Dr. Winkenwerder met with the co-chairs of the Presidential Task Force to discuss current issues. The Task Force is considering making a recommendation in their final report, due in March, for the establishment of a Resource Sharing Advisory Board. The purpose of the Advisory Board would be to encourage the institutionalization of resource sharing and collaboration between the Department of Veterans Affairs and the Department of Defense. The Advisory Board would be a senior level forum that reports annually to the President and Department Secretaries on resource sharing efforts and provide recommendations.

RECOMMENDATION: None, for information only

SPL ASSISTANT DI RITA	
SR MA CRADDOCK	
MA BUCCI	
EXECSEC WHITMORE	12/10

COORDINATION: None

William Winkenwerder Jr.

Prepared by Dr. William Winkenwerder, Jr., ASD (HA), Assistant Secretary of Defense (Health Affairs)

U19420-02

Snowflake

December 16, 2002 6:21 PM

TO: Bill Steiger
Director, International Affairs,
Office of the Chief of Staff,
Office of the Secretary of Health and Human Services

FROM: Donald Rumsfeld DR

SUBJECT: Midwifery Program

How are we doing on the midwifery program? Is it making progress?

Thanks.

DHR:dh
121602-44

701

16 Dec 02

snowflake

December 17, 2002 8:39 AM

TO: Gen. LaPorte

FROM: Donald Rumsfeld

SUBJECT: Your Note

Thanks so much for your note. I appreciate it. Have a wonderful holiday.

DHR:dh
121702-4

Please respond by _____

C 12/16

-----Original Message-----
From: LAPORTE, Leon J. GEN [mailto: (b)(6)
Sent: Monday, December 16, 2002 4:1
To: John. Craddock (E-mail)
Subject: USA TODAY ARTICLE

Mr. Secretary,

I recently read the article by Dave Moniz in USA TODAY. I want you to know that from this Combatant Commander's perspective it is pure bull _____!

Personally, I find it refreshing to have a Secretary of Defense who takes an interest in my theater. I don't know where Moniz gets his information from, but I know for a fact that you have always given this Subordinate Commander the opportunity to state his opinion.

I want to thank you for your insight and support. I greatly appreciate your "command climate" and everything you have done for this command.

V/R
Leon

snowflake

11/14/02

C 12/17

November 14, 2002 8:24 AM

TO: David Chu

FROM: Donald Rumsfeld

SUBJECT: Exchanges and Commissaries

I need to know what the economics are of the military exchanges and commissaries, why we don't have a single entity rather than multiple entities and why we don't get them on a business-like basis, so they are not losing money.

Thanks.

DHR:dh
111402-3

331.3

Please respond by 12/13/02

SECDEF HAS SEEN
DEC 18 2002 12/13

Chu response, attached.
He is being cautious.
D.R.

Larry Di Rita
12/16

14 Nov 02

snowflake

December 18, 2002 8:44 AM

TO: J.D. Crouch
Gen. Kadish

CC: Doug Feith
Jim Roche

FROM: Donald Rumsfeld DR

SUBJECT: Missile Defense Announcement

The missile defense announcement went well. You folks handled the matter very well, and I appreciate it.

Thanks.

DHR:dh
121802-1

Please respond by _____

11-L-0559/OSD/13449 U19866 /02

snowflake

December 18, 2002 7:07 AM

020OTE

TO: Pete Aldridge

CC: Gen. Myers
ADM Giambastiani

FROM: Donald Rumsfeld

SUBJECT: Defense Operational Test and Evaluation Council

Attached is a memo I received from Tom Christie. Why don't you folks give me some suggestions as to what you think we ought to do.

Thanks.

Attach.
12/13/02 Dir, OT&E memo to SecDef re: Defense Operational Test and Evaluation Council [U19585-02]

DHR:dh
121802-4

Please respond by 01/17/03

18Dec02

OFFICE OF THE SECRETARY OF DEFENSE
1700 DEFENSE PENTAGON
WASHINGTON, DC 20301-1700

OPERATIONAL TEST AND EVALUATION

SECDEF HAS SEEN

DEC 18 2002

INFO MEMO

December 13, 2002, 10:00 a.m.

FOR: SECRETARY OF DEFENSE

FROM: Thomas P. Christie, Director, Operational Test and Evaluation

SUBJECT: Defense Operational Test and Evaluation Council

Thank you for meeting with the Defense Operational Test and Evaluation Council on December 2. The job of the Operational Test Agency commanders is difficult. When they find that systems are immature, below performance expectations, or unsafe, they are unpopular within their own Service. Your demonstrated interest will encourage them to persist in ensuring our weapons will work in combat.

During the discussion, you asked for ideas related to your initiatives and priority list. While other recommendations are forthcoming, I believe one item should top the list:

- To strengthen our joint warfighting capabilities, the Department should not only "train as we fight" but also "test as we fight."

The Department has acted to improve joint operational training through the creation of a Joint National Training Center. I believe it should act to also create a Joint Test and Evaluation Capability. The same principles that guide joint operational training also guide operational testing:

- Provide operational realism
- Use smart opposing forces
- Compare results to ground truth
- Learn through feedback

Infrastructure requirements (ranges, instrumentation, etc.) for both training and testing are similar. We should base future infrastructure decisions on a corporate perspective that satisfies both joint operational training and joint operational testing priorities.

This is a key tenet of the BRAC guidance we issued.

Thank you for the opportunity to address our key test and evaluation issues. I look forward to providing you with the recommendations of the Council, and updating you on the testing and evaluation of our most important weapons programs.

Prepared by: COL William Keegan, (b)(6)

SPL ASSISTANT DI RITA	12/17
SR MA CRADDOCK	12/17
MA BUCCI	
EXECSEC WHITMORE	

U19585-02

THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, DC 20301-4000

PERSONNEL AND READINESS

INFO MEMO

December 20, 2002, 1:30 PM

FOR: SECRETARY OF DEFENSE

FROM: David S. C. Chu, Under Secretary of Defense (P&R) David S. C. Chu 12 Dec 02
(Signature and date)

SUBJECT: Steps to Reduce Turbulence--SNOWFLAKE

- You asked for my reactions to Jim Roche's and Tom White's steps to reduce turbulence (Tab A).
- The measures are meritorious; some actually reduce turbulence (those that produce longer tours), while others make the turbulence more palatable to the individual (the bulk of the packages as I read the memoranda).
- However, we cannot fundamentally reduce turbulence without:
  - Reducing the proportion of the force we keep overseas, and selectively increasing overseas tour lengths.
  - Reducing the number of different professional development steps we demand of a service member over the course of a career.
  - Lengthening the career.
- We propose to brief you in January on how you might approach the last issue, starting with flag officers. We believe virtually all the authority you would need for our forthcoming proposal exists in current law.

COORDINATION: None.

Attachments:
As stated

Prepared by: LtCol Gina Grosso, (b)(6)

TAB

A

snowflake

12/10/02

December 6, 2002 8:35 AM

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: Turbulence

Please take a look at this memo from Tom White and give me your assessment of it.

Thanks.

Attach.
11/19/02 SecArmy memo to SecDef re: Status Report on Turbulence within the Army [U18571-02]

DHR:dh
120602-9

Please respond by 12/20/02

SECRETARY OF THE ARMY
WASHINGTON
INFO MEMO

November 19, 2002, 10:00 am

SECDEF HAS SEEN

FOR: SECRETARY OF DEFENSE

FROM: Thomas E. White, Secretary of the Army

SUBJECT: Status Report on Turbulence within the Army

- Turbulence is the disruption to unit cohesion and effectiveness caused by frequent movement of personnel through duty positions, individual replacement system, and an unpredictable training schedule.

- The Army is committed to reducing turbulence and its adverse effects on soldier and combat readiness. The sole purpose of the Army Personnel Transformation initiative is to enhance unit cohesion and effectiveness by reducing turbulence.

- A more detailed list of initiatives to reduce turbulence within the Army is at TAB A.

COORDNATION: NONE

Attachment:
As stated

Prepared By: Lieutenant Colonel Barrye Price (b)(6)

SPL ASSISTANT DI RITA	12/4
SR MA CRADDOCK	12/5
MA BUCCI	12/5
EXECSEC WHITMORE	11/20

U18571-02

Printed on Recycled Paper

11-L-0559/OSD/13455

INFORMATION PAPER

19 November 2002

SUBJECT: Reduction of Turbulence in the Army

1. PURPOSE. To describe initiatives to reduce turbulence in the Army.

2. Initiatives.

- Actions taken include:

  - Stabilized the Reserve Component (RC) Force Structure
  - Authorized Home Station Mobilization for RC soldiers
  - Published a five-year Bosnia and Kosovo deployment schedule
  - Implemented a Personnel Tempo (PERSTEMPO) tracking system
  - Prorated the enlisted bonus throughout the initial term of enlistment
  - Increased resources for full-time manning of RC positions
  - Expanded a Korean tour extension bonus
  - Increased Targeted Selection Reenlistment Bonus (TSRB) locations
  - Modified up/out policies to retain soldiers with critical skills
  - Increased time on station for NCOs
  - Increased key leaders and field grade branch qualifying tour length targets
  - Stabilized soldiers with seniors in high school

- Ongoing initiatives include:

  - Focusing leaders on maintaining predictability in training schedules
  - Maximizing distance learning
  - Moving changes of command to the summer months
  - Providing soldiers 12 month PCS notifications
  - Relocating soldiers with school-age children during the summer months
  - Reducing Borrowed Military Manpower to put soldiers back in units
  - Increasing efforts to leave soldiers at duty locations longer
  - Minimizing force structure changes to decrease personnel moves

- Future initiatives include:

  - Two task forces are actively pursuing unit manning and unit rotation solutions, which we expect to test within the next nine months.

  - We are developing and staffing new metrics that will force us to measure efficiency in terms of cohesion and stability as well as personnel fill, our traditional solitary measure.

COL(P)Byrne/325-8306

snowflake

Mr. Abell's copy

11/27/02

November 26, 2002 7:11 AM

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: Turbulence

Please take a look at this memo from Jim Roche and tell me where you think we are.

Thanks.

Attach.
11/15/02 SecAF memo to SecDef re: Turbulence (Yr 1 Nov 02 Memo)

DHR:dh
112602-1

Please respond by 12/20/02

SECRETARY OF THE AIR FORCE
WASHINGTON

SECDEF HAS SEEN
NOV 26 2002

NOV 15 2002

MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: Turbulence (Yr 1 Nov 02 Memo)

We agree that turbulence is an issue requiring our utmost attention. In an effort to diminish such turbulence, the Air Force created the Air and Space Expeditionary Force (AEF) to afford our airmen a level of predictability and stability while they support America's global requirements. This AEF construct has proven very successful as it matures through its third, full 15-month cycle. Stability will increase with our recent changes to expand the number of deployable airmen from 90,000 to nearly 247,000. This will allow us to more equitably share the expeditionary burden across our force.

Your comment regarding the 30 percent turnover applies more to our junior officer population who tend to be more vocal in their views on stability. As a general rule, our enlisted force has longer and more stable tour lengths for their assignments. However, to address turbulence caused by the frequency of personnel relocations, we continue to develop voluntary programs and initiatives to encourage personnel to remain in assignments for longer durations. As an example, we are working to extend our command tours to at least two years. We have also found success looking for opportunities to provide increased depth and further professional advancement within a single assignment. We are blending these efforts with recent improvements in our force development plan that more systematically chart each officer's growth and applicability to our service. This approach should provide officers with increased influence over their career. And at the headquarters level, we have filled senior leadership slots with officers whose previous assignments were also at headquarters (e.g. Doc Foglesong, Joe Wehrle). By working to hold this headquarters team together, we can reduce turbulence in critical leadership positions.

In addition to managing the length of assignments we are working on several other ideas to provide stability. These initiatives include assignment incentive pay; expanded tuition assistance benefits for those assigned to short-tour areas; overseas tour extension incentive programs for officers; and an expanded package of entitlements. We're also looking to reduce the number of PCS billets overseas by replacing them with temporary rotations. We're studying the feasibility of increasing the number of accompanied overseas short tours. These programs help us balance the need to keep Air Force families intact while meeting our important overseas missions. We've also authorized more than $584M in reenlistment bonuses since FY99, which should help our retention rates.

Another initiative we are focusing on is the skill mix required for the war on terrorism. One area we are working is to get Air Force people back into core Air Force jobs and out of agencies where the Air Force is over represented (i.e., non-critical joint positions and other DoD and non-DoD agencies)—we may also need your support on these efforts.

I stand ready to discuss the Air Force's ongoing efforts in further detail at your convenience.

James G. Roche
Secretary of the Air Force

snowflake

11/18 1130

November 1, 2002 3:15 PM

TO: Tom White
Gordon England
James Roche

FROM: Donald Rumsfeld

SUBJECT: Turbulence

I would like to see a list of things you have done, are doing, are thinking about doing or should do to reduce turbulence in terms of the responsibilities of the men and women in uniform. There is no question but that turbulence causes a reduction in combat readiness and capability. At the present time, I am told that everyone assumes there is a 30 percent turnover per year. That is just way too much.

What do you propose we do about it?

Thanks.

DHR:dh
110102-23

Please respond by 11/15/02

11/23 –
Secdef – See NAV
Sent you a note
already, too.
D. Rita

11-L-0559/OSD/13460

snowflake

12/10/02

December 6, 2002 8:35 AM

TO: David Chu

FROM: Donald Rumsfeld

SUBJECT: Turbulence

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DHR:dh
120602-9

Please respond by 12/20/02

6 Dec 02

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WASHINGTON
INFO MEMO

November 19, 2002, 10:00 am

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COORDNATION: NONE

Attachment:
As stated

Prepared By: Lieutenant Colonel Barrye Price (b)(6)

SPL ASSISTANT DI RITA	12/4
SR MA CHADDOCK	C 12/5
MA DUCCI	12/5
EXECSEC WHITMORE	11/20

U18571-02

Printed on Recycled Paper

INFORMATION PAPER

19 November 2002

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COL(P)Byrne (b)(6)

snowflake
snowflake

Mr. Abell's copy

11/27/02

November 26, 2002 7:11 AM

TO: David Chu

FROM: Donald Rumsfeld DR

SUBJECT: Turbulence

322

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Attach.
11/15/02 SecAF memo to SecDef re: Turbulence (Yr 1 Nov 02 Memo)

DHR:dh
112602-1

Please respond by 12/20/02

26 Nov 02

SECRETARY OF THE AIR FORCE
WASHINGTON

SECDEF HAS SEEN
NOV 26 2002

NOV 15 2002

MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: Turbulence (Yr 1 Nov 02 Memo)

We agree that turbulence is an issue requiring our utmost attention. In an effort to diminish such turbulence, the Air Force created the Air and Space Expeditionary Force (AEF) to afford our airmen a level of predictability and stability while they support America's global requirements. This AEF construct has proven very successful as it matures through its third, full 15-month cycle. Stability will increase with our recent changes to expand the number of deployable airmen from 90,000 to nearly 247,000. This will allow us to more equitably share the expeditionary burden across our force.

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I stand ready to discuss the Air Force's ongoing efforts in further detail at your convenience.

James G. Roche
Secretary of the Air Force

snowflake
snowflake

11/1
1130

November 1, 2002 3:15 PM

TO: Tom White
Gordon England
James Roche

FROM: Donald Rumsfeld

SUBJECT: Turbulence

I would like to see a list of things you have done, are doing, are thinking about doing or should do to reduce turbulence in terms of the responsibilities of the men and women in uniform. There is no question but that turbulence causes a reduction in combat readiness and capability. At the present time, I am told that everyone assumes there is a 30 percent turnover per year. That is just way too much.

What do you propose we do about it?

Thanks.

DHR:dh
110102-23

Please respond by 11/15/02

11/23 –
SecDef – Sec Nav
sent you a note
already, too.
D. Rite

U19930 /02

11-L-0559/OSD/13467

Snowflake

TO: SecDef

FROM: Torie Clarke

DATE: December 21, 2002

SUBJECT: Saddam Hussein

As you directed, we have provided copies of the British dossier on Saddam to all the Press Officers and the Speechwriters, and have made it available in hard copy to the members of the Pentagon Press Corps.

Additionally, we have: posted the dossier on DefenseLink and DefendAmerica; distributed to outreach groups; and used in remarks and RTQ.

December 9, 2002 1:04 PM

TO: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Saddam Hussein

I would like this paper moved around to the senior people in the Department of Defense, all the people in the speech shop and the press office. Then I would like it made available to all members of the press there.

Thanks.

Attach.
Foreign & Commonwealth Office, London. "Saddam Hussein: Crimes and Human Rights Abuses," November 2002.

DHR:dh
120902-30

Please respond by 12/20/02

snowflake

December 9, 2002 1:04 PM

TO: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Saddam Hussein

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Attach. w/o
Foreign & Commonwealth Office, London. "Saddam Hussein: Crimes and Human Rights Abuses," November 2002.

DHR:dh
120902-30

Please respond by 12/20/02

Iraq

page 2

OFFICE OF THE SECRETARY OF DEFENSE
1800 DEFENSE PENTAGON
WASHINGTON, DC 20301-1800

PROGRAM ANALYSIS AND EVALUATION

INFO MEMO

DEC 20

FOR: SECRETARY OF DEFENSE

FROM: Stephen A. Cambone SC

SUBJECT: Budget for JFCOM Exercises

- You asked me to review the exercise funding available to the Joint Forces Command (TAB A).
- The proposed service program provided $419 million to JFCOM for joint concept development and experimentation during FY03-09 and included funding for 34 of the 140 experiments and war games JFCOM deems essential to support transformation.
- JFCOM requested an additional $231 million in FY04-09 to fully fund joint experiments.
- The Comptroller approved that request as part of the budget review, providing a total of $650 million for joint experimentation through FY09.

COORDINATIONS: None

Attachment:
As stated

Prepared By: Gary Morgan, (b)(6)

This $650m for experiments is in addition to $1.3B for training.
SC

snowflake

C'dd

November 12, 2002 1:50 PM

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: Budget for JFCOM Exercises

Please take a look at the budget and make sure we have the right amount of money in there for Joint Forces Command on exercises.

You might want to talk to Newt Gingrich about it. He has some thoughts.

Thanks.

DHR:dh
111202-52

Please respond by 11/26/02

12/21

RESPONSE ATTACHED

v/r

snowflake

C 12/21

November 12, 2002 1:50 PM

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: Budget for JFCOM Exercises

Please take a look at the budget and make sure we have the right amount of money in there for Joint Forces Command on exercises.

You might want to talk to Newt Gingrich about it. He has some thoughts.

Thanks.

DHR:dh
111202-52

Please respond by 11/26/02

12/21

RESPONSE ATTACHED

v/R

12 NOV 21

11-L-0559/OSD/13473 U20010 /02

OFFICE OF THE SECRETARY OF DEFENSE
1800 DEFENSE PENTAGON
WASHINGTON, DC 20301-1800

PROGRAM ANALYSIS AND EVALUATION

INFO MEMO

DEC 20

FOR: SECRETARY OF DEFENSE

FROM: Stephen A. Cambone SC

SUBJECT: Budget for JFCOM Exercises

- You asked me to review the exercise funding available to the Joint Forces Command (TAB A).
- The proposed service program provided $419 million to JFCOM for joint concept development and experimentation during FY03-09 and included funding for 34 of the 140 experiments and war games JFCOM deems essential to support transformation.
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COORDINATIONS: None

Attachment:
As stated

Prepared By: Gary Morgan, (b)(6)

This $650m for experiments is in addition to ~$1.3B for training.
SC

12/19 snowflake
1200

December 19, 2002 7:27 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Succession

I think one authority we ought to ask for is for the Secretary of Defense or the President to be able to designate the succession for Secretary of Defense and Chairman of the Joint Chiefs of Staff. Right now it is written into law, which is stupid, or I think it is an executive order. Please take a look and see.

Thanks.

DHR/dh
121902-1

Please respond by 01/10/03

12/23

GC -
Pls Advise
D. Rumsfeld 12/23

Larry Di Rita
12/23

38

snowflake

9:06 AM 12/23

TO: Gen. Dick Myers

CC: Admiral Giambastiani
David Chu

FROM: Donald Rumsfeld

DATE: December 21, 2002

SUBJECT:

I think we are going to have to find a way to take all of the responsibility for activating the guard and the reserve from the services, the joint forces command and the combatant commanders and put them in one place so that the flow of forces, whether it is active duty or reserves, is all in one location. We can't do anything skillfully the way it is currently ~~disbursed~~. ~~dispersed~~ Arrayed

Please come back to me with a recommendation.

Thanks.

DHR/azn
122102.05

Please respond by: 1/3/03

326

21 Dec 02

Snowflake

#338

November 19, 2002 7:43 PM

TO: Paul Wolfowitz
Doug Feith
Gen. Myers
Gen. Pace
Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: Standing Joint Task Force HQ

Please take a look at this letter from General Hill and give me your thoughts, preferably coordinated.

Thanks.

A 11/20

Attach.
11/15/02 CDR, SOUTHCOM ltr to SecDef

DHR:dh
111902-21

Southcom

11/19/02

Tab A

11-L-0559/OSD/13477 U20038 /02

DEPARTMENT OF DEFENSE
UNITED STATES SOUTHERN COMMAND
OFFICE OF THE COMMANDER
3511 NW 91ST AVENUE
MIAMI, FL 33172-1217

REPLY TO
ATTENTION OF

SECRET

2002 NOV 20

November 15, 2002

Commander

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

Dear Mr. Secretary:

Sir, I am seeking your support for what I believe to be a "leap ahead" initiative to implement transformation here at U.S. Southern Command. Within the next 90 days, I propose to create an interim Standing Joint Force Headquarters (SJFHQ) associated with a J7 Transformation Directorate. I envision this organization attaining full operational capability within six months of stand-up. This concept is a by-product of your current guidance in the Quadrennial Defense Review, the Defense Planning Guidance, and the draft Transformation Planning Guidance. We have drawn on the initial lessons learned from Millennium Challenge 02 and our ongoing Regional Service Components study being conducted in tandem with the Joint Staff. This flag officer-led SJFHQ/J7 will be our principal engine in the development of new combinations of people, ideas, and technology designed to enhance our joint warfighting capabilities.

Great opportunities and potential exist for this SJFHQ/J7. It will provide this command a flexible, tailorable capability to command and control forces in myriad crises and short duration contingencies. For instance, had this organization existed in January 2002, the SJFHQ would have been the optimum choice to establish detainee operations at Guantanamo Bay. That would have eliminated the need to employ 2d FSSG and avoided the resultant degradation of combat effectiveness of II MEF. Once fully operational, our SJFHQ will also be available to support contingency operations in other AORs should the need arise. Additionally, the SJFHQ/J7 will be at the forefront of our joint experimentation effort and will closely coordinate transformation initiatives with U.S. Joint Forces Command. Naturally, I will share our lessons learned with the other Combatant Commanders and with you through the Chairman of the Joint Chiefs of Staff, to whom a copy of this letter has been furnished.

I am excited about the possibilities inherent in this concept to dramatically enhance this command's joint warfighting capabilities in the short term, as well as to contribute to force transformation in the mid to long-range future. To those ends, I solicit your endorsement of my request. I will come back to you with more granularity on resourcing the manning.

Very Respectfully,

Tom

JAMES T. HILL
General, USA
Commander

c.c.: Chairman of the Joint Chiefs of Staff
General Richard B. Myers

U18580 /02

snowflake

TAB A

December 9, 2002 12:10 PM

TO: Gen. Pace

FROM: Donald Rumsfeld

SUBJECT: Hellfire Missiles

Would you please look into these flawed Hellfire missiles mentioned in this article and let me know what the truth is.

Thanks.

Attach.
Roosevelt, Ann and Donnelly, John J. "Army Fixing Thousands of Flawed Hellfire Missiles," *Defense Week*, November 18, 2002, p. 1.

DHR:dh
120902-29

Please respond by _____

Tab A

clear weapons and facilities in which such weapons of mass destruction could be produced.

The no-fly zones were established after the Persian Gulf War in 1991 to protect Kurds living in the north and Shiite Muslims in the south.

Times staff writer John Hendren contributed to this report.

Defense Week
November 18, 2002
Pg. 1

18. Army Fixing Thousands Of Flawed Hellfire Missiles

By Ann Roosevelt and John M. Donnelly

About two-thirds of the Army's Hellfire air-to-ground missiles, or about 10,000 weapons, have flawed rocket motors that need to be retrofitted, and it appears that most of the missiles have yet to be fixed, according to officials and documents.

The problem first arose two years ago during a training exercise, when 19 AH-64A Apache helicopters were damaged by debris from Hellfire rocket motors made by a particular contractor, Hercules Aerospace Co. A second contractor's motors have been fine. Since then, the Army has found and is instituting near- and long-term fixes, but the work is not yet done, the Pentagon's top tester, Thomas Christie, told Defense Week. The cost of the fix? About $40 million, other officials confirmed.

The Hellfire problem has received next to no press attention. The glitch's magnitude—the number of missiles affected and the cost to fix them— has not previously been disclosed.

Christie said the operational impact is not great, despite the large number of missiles that need fixing. The Army has suspended the flawed missiles for wartime use only. If the Army needs to use a Hercules Hellfire today, the service has put in place a system on Apaches to deflect any debris. In the longer term, the Army and the contractors are retrofitting the missiles.

Besides, he said, "there are sufficient quantities of [other Hellfires] available worldwide for immediate use, without restrictions."

What's more, the Hellfires that have been fired so far in the war on terror are not affected by the problem, said Carol Frazier, the Army's project manager for Aviation, Rockets and Missiles at Redstone Arsenal, Ala., in a phone interview.

"To the best of my knowledge, the missiles that we shipped all had good motors on them," she said. "All the Hellfires the UAVs are using have good motors."

But behind the front lines, the stocks are apparently full of flawed Hellfires.

The Navy also uses Hellfires on several helicopters, including SH-60 and HH-60 Seahawks and Marine Corps AH-1W Super Cobras.

The sea service, though, does not consider the Hercules Hellfires a significant risk. In a statement, the Navy said it does not need to fix its Hercules Hellfires because its helicopters are configured differently from the Army's and the risk is low.

But some risk still exists, so the Navy has marked about 1,200 Hellfires for "emergency combat use" only, according to an April Navy audit, which also disclosed that the full cost of fixing all 1,200 missiles would be a relatively small $4.8 million. (See related story, page 3).

Christie, the tester, said he still has some concerns, if slight ones, about Navy Hellfires. The Navy thinks it can get around the problem, if it ever fires the Hellfires in an emergency, by firing them only from the left side of a helicopter, away from the tail rotor, he said. But a mistake could happen.

"The operational concern I have about the Navy is less significant" than for the Army, Christie said. " The Navy and Marines have two different categories of the same type of missile. Hence, there is a possibility of mistakenly mounting and firing an Alliant [Hercules] missile from the tail rotor [right] side of an aircraft. Additionally, the Navy plan would have some impact on operational effectiveness by requiring additional procedures."

10,000 missiles

The problem Hellfire motors were made by Hercules, based in Rocket Center, W. Va. Other Hellfire missiles, with motors made by Thiokol Propulsion of Promontory, Utah, were fine. Both companies are now subsidiaries of Alliant Techsystems of Edina, Minn.

There are two kinds of Hellfire missiles. The older ones, made by Martin Marietta and Rockwell International, are laser guided; the newer ones, called Longbows, are made by a joint venture between Lockheed Martin and Northrop Grumman and are radio-frequency guided.

In his annual report to Congress last February, Christie said 4,784 Longbow Hellfires and 5,169 Laser Hellfires are affected, or all the Longbows and half the Lasers.

In other words, 10,000 of 15,000 missiles needed to be retrofitted as of last February. The numbers may have changed since then, but probably not much.

"The debris poses an unacceptable safety risk to the tail rotor system" of the Apache, Christie wrote.

The Army would not respond to any Hellfire-inventory questions—how many there are, how many are flawed, how much the fix costs, or precisely how many have been fixed, though Frazier said "several thousand" have been retrofitted.

An Army spokesman cited operational security as the reason for withholding the information, which he called "for official use only."

U.K. needs solution

"We've got a solution identified," said Frazier. "In fact, we've done several thousand missiles already. It's a matter of funding."

At least seven international customers have bought Hellfire, including the United Kingdom, which faces a similar problem in arming its new Apache helicopters with Hellfires. The U.K. Comptroller and Auditor General released a report in late October on the introduction of the Apache to U.K. forces, noting the U.S. Army discovery of the debris problem: "The same motor is fitted to all United Kingdom Hellfire missiles."

The U.K. is examining three options: modify the missiles; modify the airframe; or accept the risk and only fire from missile stations that wouldn't damage the airframe.

The United Kingdom is working with U.K. Apache-builder Westland to resolve the issues and "is confident that the shortcomings will be rectified in time for the introduction of the Initial Operating Capability [for the U.K. Apache] in August 2004," the report said.

The United Kingdom has discussed this problem with the U.S. Army, Frazier said, and examined various reports on the issue.

From Styrofoam to spiders

During the 2000 exercise when the problem first surfaced, debris was ejected from the Hercules Hellfires, causing dents and other damage to the horizontal stabilators—the horizontal crosspiece on the helicopter's tail, a spokesman for the Apache office said.

Over time, the damage could be a maintenance issue, due to the need to make repairs, the spokesman said.

Though units involved in the exercise determined that "no immediate repairs" were needed on the damaged aircraft, the Army nonetheless did some testing. The tests raised concerns that there could be a safety issue if debris from a flawed rocket motor were to hit the tail-rotor blade of a helicopter.

"There was still a concern that, if we didn't fix it, [then] there could be a safety problem," Frazier said. "So we needed to fix all the [Hercules] motors."

The Army investigation showed that the debris problem originated with the hardening of a piece of equipment made of Styrofoam called a "grain spacer," which separates propellants in the motor, she said.

The Styrofoam was supposed to stay soft and blow apart, but instead it unexpectedly hardened over time to the extent that it damaged the helicopters.

The missiles affected were the Longbow Hellfire, and the F and K Laser-guided Hellfires, she said.

Besides the short term solution of the deflector, the Army and Alliant have a longer-term solution, Frazier said.

"We have what we call a spider assembly that we put into the back of the motor to replace this Styrofoam grain spacer," she said. "And we did testing on that that has worked very well."

The Army is waiting for fiscal 2003 funds to continue its fixes, she said.

Washington Post
November 17, 2002
Pg. 17

19. Distancing Tradition, Marines Eye Role In Special Operations

Jones: Shed the Word 'Amphibious'

By Bradley Graham, Washington Post Staff Writer

A series of recent initiatives by the Marine Corps in response to the administration's war on terrorism represents an intensified effort by the Pentagon's smallest military service to demonstrate its continued relevance by branching away from such traditional missions as beach-landings and emergency rescue operations, according to Marine officials.

Over the past year, the Marines have moved to relieve some of the burden on overtaxed Army and Navy Special Operations forces by offering to take on more commando tasks, overcoming past resistance to assigning Marines to the Special Operations Command.

In Afghanistan, the Marines have flown troops far from support ships in the Arabian Sea, seizing an airfield about 600 miles inland near the southern city of Kandahar. And while Marine ground forces have withdrawn from Afghanistan, the Corps has left behind at Bagram air base about half-a-dozen AV-8B Harrier jets to support other service operations, despite a longtime Marine preference for keeping combat jets linked to their own ground forces.

Most recently, they have assumed command of a new task force in the Horn of Africa, sending about 400 Marines to join 800 U.S. Special Operations troops to hunt down al Qaeda members and provide security assistance and training to regional militaries.

Each of the moves has involved more of an increased emphasis on existing Marine Corps capabilities than development of new ones. And only a small fraction of the Corps has been involved. But taken together, Marine officials say, the initiatives represent a significant evolution in the Corps' focus and strategy.

"I think this is a fundamental change in the direction of the Marine Corps," said Gary Solis, the Corps' chief of oral history. "It takes us from being an amphibious force tied to the littorals and gives us a new strategic role projecting force."

In a series of interviews ahead of his departure next month as Marine Corps commandant, Gen. James L. Jones has called attention to the trend, arguing that for the service to survive, it must make itself useful to regional commanders in combating terrorists and other operations.

"Marines have to shed a 20th-century mentality -- and shed the word 'amphibious,' which is a legacy term -- and really understand the power of expeditionary warfare in support of the joint war fighter," Jones said. To this end, he added, Marines must take steps to be able to respond more quickly, project power farther and sustain operations longer.

As the smallest of the nation's military services with 175,000 troops, the Marines have often found change not only easier to come by but politically necessary.

"We've always been the stepchildren, at least in our own minds, and therefore paranoid about our survival," said Tom Wilkerson, a retired Marine lieutenant general. "We're always trying to stay a step ahead."

With the Special Operations forces of other services stressed by the administration's war on terrorism, the Marines have promoted use of their own amphibious groups, several of which are deployed around the world at any given time. These groups, each consisting of about 2,200 Marines, are largely trained for general-purpose missions but can conduct some basic Special Operations tasks, including searching and seizing ships, rescuing downed pilots and conducting reconnaissance operations. Additionally, the Marines bring a substantial amount of logistical support with them.

"For the foreseeable future, there's a requirement for more Special Operations-like forces," Jones said. "My argument is, if you already have a fair amount of those [in the Marines], don't reinvent the wheel, use what you already have."

Institutionally, the Marines have tended to stand apart from the Special Operations Command, preferring their separateness and regarding the command's creation in the mid-1980s as largely an Army operation. "The bridges between the two communities have always been extremely fragile," Jones said.

But the joining of Marine and Special Operations forces in securing a base in southern Afghanistan a year ago provided the impetus for closer cooperation. Soon afterward, Jones signed a memorandum of understanding with Gen. Charles R. Holland, the head of Special Operations Command, opening the way for Marines to contribute forces to the command for the first time.

The arrangement still faces resistance from traditionalists on both sides.

"There are people who think we're too hard to work with and we're just after their funding," Jones said. "The Marine naysayers, on the other hand, say we're a general purpose force, and if we do this, we're going to diminish our end strength and we'll be a shadow of our former selves in five years."

So far the relationship has been limited to the dispatch of a one-star Marine general and 85 Marines to Holland's command. But leaders on both sides expect the cooperation to grow. And Marine officials say they will continue to look for fresh opportunities to showcase their forces.

New York Times
November 17, 2002

20. Navy To Limit Sonar Testing Thought To Hurt Sea Mammals

By The Associated Press

SAN FRANCISCO, Nov. 16 — The Navy has agreed to scale back temporarily the testing of a new sonar system designed to detect enemy submarines.

The agreement was reached on Friday after months of protests by environmentalists and two weeks after a federal magistrate judge blocked the testing, citing concerns about marine life.

The accord is a compromise between the government and the ecologists who filed a lawsuit over the testing. It will last seven months while the Navy's operating permit is challenged in federal court.

Magistrate Judge Elizabeth LaPorte had already blocked the Navy from experimenting with the system, which was to be routinely tested throughout the world's oceans.

The Navy had planned to test the system in about 14 million square miles of ocean. Under the agreement, the Navy will limit its tests to about a million square miles of remote ocean around the Mariana Islands.

"It's the least sensitive area of ocean we could get," said Andrew Wetzler, an lawyer with the Natural Resources Defense Council, which says the Navy system can harass or kill marine mammals.

The sonar system can send signals hundreds of miles. It can be as loud as 215 decibels, as much noise as a twin-engine F-15 fighter jet makes when it takes off.

The agreement does not prevent the Navy from using the system to detect modern, quiet submarines in wartime, and it acknowledges that the Navy must be allowed to train with it.

Neither the Navy nor the Justice Department returned calls seeking comment. The

Snowflake

December 23, 2002 3:07 PM

TO: Doug Feith

CC: Gen. Myers
Gen. Franks

FROM: Donald Rumsfeld

SUBJECT: Arab Reactions

Attached is a key document on Arab reactions to our activities. It certainly ought to be taken into careful consideration with respect to the IO.

Thanks.

Attach.
12 December 2002 CIA DI Paper: Potential Arab Reactions to US Efforts to Facilitate the Promotion of Democracy and Development in the Middle East

DHR:dh
122302-44

Please respond by 01/10/03

Middle East

Iraq

snowflake

December 23, 2002 5:10 PM

TO: VADM Jacoby

FROM: Donald Rumsfeld DR

SUBJECT: DIA Role in Transformation

I received your December 18 memo. It is helpful, and I appreciate your sending it. I generally agree with it.

I have made a decision, and the President has agreed to nominate Steve Cambone for the Under Secretary for Intelligence post. When he gets confirmed, I hope you will work closely with him on this program.

Thanks.

It's not public yet.

DHR:dh
122302-59

Please respond by _____

381

23 Dec 02

snowflake

December 27, 2002 1:16 PM

TO: George Tenet

FROM: Donald Rumsfeld

SUBJECT: General Clapper

We could lose General Clapper. It looks like the Homeland Security people are after him to do their intel.

Thanks.

DHR:dh
122701-8 (ts computer)

U20180 /02

2

snowflake

June 17, 2002 1:53 PM

230.02

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Ron James

Please check with Clay Johnson and see if he has found anything for Ron James that makes sense. Let me know what I should do.

Thanks.

DHR:dh
061702-33

Please respond by 07/12/02

6/17

Sec Def -
Spoke with Clay Johnson last week. He has met with Ron James and liked him. Clay said "the ball is in my court." I will follow up with him in next week or so.
Dirt

17 Jun 02

snowflake

June 4, 2002 7:52 AM

200.6

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Declining Award

Please make sure you have written a note to Hugh O'Brien declining that award. I know we wrote Chuck Percy, but I hope we wrote O'Brien as well.

We need to do that. You can do it and sign it yourself.

Thanks.

DHR:dh
060402-4

Please respond by 06/21/02

7/4

Secdef -

I had several nice conversations with him

4 Jun 02

11

7/22 snowflake
1900

July 22, 2002 10:50 AM

0011

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Michael Jordan

I still think it is a good idea to invite Michael Jordan to the Pentagon sometime to eat in the cafeteria. What do you think?

Thanks.

DHR.dh
072202-25

Please respond by ~~08/26/02~~

SECDEF HAS SEEN
AUG 20 2002

8/19

→ Sec Def -
We'll try again this fall.
Larry

Larry Di Rita
8/20

8/20

10/15

22 Jul 02

snowflake

SD 10/4

September 30, 2002 9:51 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: Laroche and James

Whatever happened to Elaine Laroche and Ron James? Do they have any prospects? If not, we may want to look at them for the Pentagon.

Thanks.

DHR:dh
093002-9

Please respond by 10/11/02

230.02

9/30

SecDef -

Clay offered a position at Agriculture to Ron James, who turned it down. Clay said he would keep him in play for other spots.

Regarding Ms LaRoche, she has not been offered anything as yet. I have asked Tim O'Beirne to check within the department for positions that may suit her skills.

Dirita

30 Sep 02

U2 11 5 1 105 5 9 3 SD/13491

snowflake

File
EF 6908 14

February 11, 2002 9:36 AM

TO: Jim Haynes (Switched to Policy)

CC: Doug Feith

FROM: Donald Rumsfeld

Done 2/22

SUBJECT: Separate Detainees

Should we separate Al Qaida from Taliban in prisons?

Thanks.

DHR:dh
021102-3

Please respond by 02/15/02

3834

11 Feb 02

snowflake

#270

July 22, 2002 8:55 AM

TO: Gen. Myers

FROM: Donald Rumsfeld

SUBJECT: Gen. Eberhart's Statements

8/8

Let's get from Gen. Eberhart what he is saying about changing *posse comitatus* and giving the military greater domestic powers to protect the country against terror strikes.

I have said that at the present time we have no proposed changes in *posse comitatus*. If he has ever proposed any changes to us, I would like to know about it. I sure have never heard anything.

Thanks.

DHR:dh
072202-14

Please respond by 08/02/02

8/8

USTCS Response attached.

V/R
Ed

snowflake

SECRET

UPON REMOVAL OF ATTACHMENT(S) DOCUMENT BECOMES UNCLASSIFIED

March 19, 2002 9:19 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: End Strength Brief

I think at some point we ought to brief either the PC or the President on my private meeting on end strength.

What do you think? Let's get it set up one way or the other.

Thanks.

Attach.
03/19/02 USD(P&R) Briefing to SecDef: Military End Strength

DHR:dh
031902-14

Please respond by 03/29/02

3202

19 mar 02

U22223 1/03

SECRET

UPON REMOVAL OF ATTACHMENT(S) DOCUMENT BECOMES UNCLASSIFIED

11-L-0559/OSD/13494

snowflake

March 18, 2002 9:27 AM

TO: Larry Di Rita

FROM: Donald Rumsfeld

SUBJECT: F-22

Please find out the answer to this memo of August 20 for me and get back to me.

Thanks.

Attach.
08/20/01 SecDef memo re: F-22s, 082001-39

DHR:dh
031802-12

Please respond by 04/05/02

OFFICE OF THE SECRETARY OF DEFENSE

The Senior Military Assistant

Larry—
Roche answered this 6 months ago. I'm sure he has it on file.

18 Mar 02

U22121305/02 OSD/13495

April 9, 2002 8:30 AM

TO: SECDEF

FROM: TORIE CLARKE

SUBJECT: Holding Detainees

As you'll see from the attached representative clips, your last focus on detainee status (Briefing 3/28) brought some clarity to the issue.

I don't think we need to do more at this time.

Attachments
1. Snowflake
2. Articles

mct
032702-04

3836

9 APR 02

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The New York Times

March 29, 2002, Friday, Late Edition - Final

SECTION: Section A; Page 18; Column 5; Foreign Desk

LENGTH: 682 words

HEADLINE: A Nation Challenged: The Prisoners;
Rumsfeld Backs Plan to Hold Captives Even if Acquitted

BYLINE: By KATHARINE Q. SEELYE

DATELINE: WASHINGTON, **March 28**

BODY:
Defense Secretary Donald H. **Rumsfeld** today defended the Pentagon's plan to keep some prisoners from the Afghan war in captivity in Cuba indefinitely even if they are acquitted in **military tribunals.**

To release them after an acquittal so they could return to the battlefield, he said, would be "mindless." But he did say that some prisoners had already been released, evidently having provided little intelligence about any future attacks.

He implied vaguely that some of those prisoners might have been released from the United States naval station in Guantanamo Bay, Cuba, but an officer in Guantanamo said by phone that the base still had in custody the same 300 prisoners it had since Feb. 15, when the United States stopped transferring prisoners from Aghanistan to Cuba because Guantanamo ran out of room.

Instead, officials said, the prisoners set free were released from custody in Afghanistan, but there was no exact count of how many or under what circumstances.

No new prisoners have been sent to a temporary camp at Guantanamo for more than a month. The **military** has just hired 400 Filipino engineers and construction workers to build a permanent prison in Cuba for the **detainees.** The new camp is to be ready by April 12 and will accommodate 408 prisoners. Eventually it could house up to 2,000 prisoners.

The Pentagon has not yet established which prisoners will face charges at a **military tribunal,** nor has it settled on a location for the trials, Mr. **Rumsfeld** said today at a Pentagon briefing. But he did indicate that prisoners could be held indefinitely, not just until the end of the war in Afghanistan but until the end of the war on terrorism -- which could last years.

Under the Geneva Conventions, prisoners are to be repatriated to their countries at the end of a conflict. The administration has been murky about whether that release point would be the end of the campaign in Afghanistan or the end of the global war on terrorism. Mr. **Rumsfeld** said today that it was up to President Bush to make that determination but that he thought it would be the latter.

"The way I would characterize the 'end of the conflict' is when we feel that there are not effective global terrorist networks functioning in the world that these people would be likely to go back" to terrorist activities, Mr. **Rumsfeld** said.

The Bush administration has decided that the Geneva Conventions apply to some extent to captured Taliban but not to members of Al Qaeda, the terrorist network. In any case, the administration has said, none of the prisoners are being given the status of prisoners of war

and the United States is deciding on its own when it will release them.

Top Pentagon officials said last week that even if prisoners were acquitted in a **tribunal,** they might not necessarily be freed, and Mr. **Rumsfeld** affirmed that today.

"In some cases it might not be possible to establish beyond a reasonable doubt that an individual committed a particular crime, and therefore he might be acquitted," Mr. **Rumsfeld** said. "However, it does not change the fact that he is an enemy combatant."

So far, none of the prisoners -- who come from 33 different countries -- have been charged with any crime. Six were not caught on the battlefield but in Bosnia. And the top officer in charge of antiterror intelligence told The Miami Herald that some of those being held in Guantanamo were essentially lost souls who could provide scant intelligence. The officer, Maj. Gen. Michael Dunlavey, told the newspaper that at least two were so ill mentally that they possessed no intelligence value.

Human rights groups oppose the Pentagon's holding prisoners if they are acquitted.

Michael Posner, executive director of the Lawyers Committee for Human Rights, said: "It sends a very negative signal to the rest of the world. There are too many countries around the world that would love to imitate that."

He added: "If this is a war that could last 50 or 100 years, there has to be some discussion about whether there is an end point to the detention."

http://www.nytimes.com

LOAD-DATE: March 29, 2002

◀ prev Document 5 of 389 next ▶

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The Associated Press

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March 28, 2002, Thursday, BC cycle

SECTION: Washington Dateline

LENGTH: 562 words

HEADLINE: Rumsfeld: Would be 'mindless' to release terrorist suspects before conflict ends

BYLINE: By SUSANNE M. SCHAFER, Associated Press Writer

DATELINE: WASHINGTON

BODY:
Defense Secretary Donald H. **Rumsfeld** said Thursday it would be "mindless" to release captives from the Afghan war before it's over and he doesn't know when that might be.

"The United States has every right to hold enemy combatants until the end of the conflict," **Rumsfeld** said at a Pentagon briefing.

Even if the **detainees** were acquitted before a **military tribunal,** America would continue to hold them, he said. "To release enemy captives so that they could return to the battlefield would put the lives of more young American servicemen at risk and, in my view, would be mindless," **Rumsfeld** said.

There are 300 **detainees** from 33 countries being held at the U.S. naval base at Guantanamo, Cuba, and 236 more in Afghanistan.

Rumsfeld argued that the U.S. stance is "universally recognized" as consistent with the international law of war and the Geneva Conventions, which cover the treatment of **detainees.**

He said the captives include terrorists who have committed brutal acts and are sworn to continue them.

"To protect the American people, the United States has every right to hold enemy combatants for the duration. Today the conflict is still going on. Our troops are still fighting in Afghanistan. And we do not, as yet, see an end," he said.

Both **Rumsfeld** and Joint Chiefs Chairman Richard Myers said that in addition to the war on terrorism the Pentagon would be able to take on any mission President Bush ordered.

"You can be absolutely certain that to the extent that the United States of America decides to undertake an activity, that we will be capable of doing it," said **Rumsfeld.**

"We'll be ready to do whatever the president asks us to do," said Myers, an Air Force general.

They were responding to reporters' questions about assertions by U.S. **military** commanders in recent congressional testimony that they didn't have the people and other assets to do all they needed to do.

Myers said that it's true the Pentagon in recent months has assigned resources based on a different set of priorities than it used before the Sept. 11 terrorist attacks on America.

"And so, some ... commanders might feel they don't have everything they need to do, everything they want to do," Myers said.

He said the decisions made have been appropriate.

Commanders for U.S. forces in the Pacific and Europe were asked at a House Armed Services Committee hearing last week whether they had what it would take to carry out all current operations as well as possible **military** action against Iraq.

"We do not have adequate forces to carry out our missions for the Pacific if the operations in the Central Command (Afghanistan) continue at their recent past and current pace," Navy Adm. Dennis C. Blair, commander in chief of the Pacific Command, told the committee.

Air Force Gen. Joseph W. Ralston, commander in chief of the European Command, gave a similar response. But he added that he would then ask Myers and **Rumsfeld** for more troops or supplies, and it would be up to them to make new choices.

A week before that, Army Gen. William F. Kernan, the commander in chief of the U.S. Joint Forces Command, told the same committee that troops were hard-pressed given the pace of fighting in Afghanistan, protecting the homeland and other efforts.

"They're tired, sir," Kernan said. "We are busy. We are busier than we have ever been."

LOAD-DATE: March 29, 2002

Document 1 of 389 next

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United Press International

March 28, 2002, Thursday

SECTION: GENERAL NEWS

LENGTH: 478 words

HEADLINE: Detainees may face long stay in US jails

BYLINE: By PAMELA HESS, Pentagon correspondent

DATELINE: WASHINGTON, **March 28**

BODY:
Some of the more than 500 prisoners captured in the war in Afghanistan could be held by the United States long after the war is concluded and until all worldwide terrorist networks are destroyed, according to Defense Secretary Donald **Rumsfeld.**

Rumsfeld told reporters Thursday that the most dangerous of the **detainees** -- none of whom have been publicly identified -- would be held until the conflict is over and they posed no threat to the United States.

But even if they are found innocent of terrorism-related charges, they still might not be released, **Rumsfeld** said. "In some cases it might not be possible to establish beyond a reasonable doubt that an individual committed a particular crime, and therefore he might be acquitted of that crime. However, it does not change the fact that he is an enemy combatant. He may be guilty of other crimes, but at the minimum he is someone to be kept off the battlefield, from going right back and killing more Americans," he said. "The United States would be irresponsible not to continue to detain them until the conflict is over."

The Geneva Convention, an international treaty that governs the conduct of war and the treatment of prisoners, allows warring nations to hold prisoners until the end of the conflict.

"The **detainees** include dangerous terrorists who committed brutal acts and are sworn to go back to do it again. To protect the American people, the United States has every right to hold enemy combatants for the duration," he said.

The duration of what remains the central question: the war in Afghanistan, or the global war on terrorism, a conflict he likened shortly after Sept. 11 to the Cold War -- which lasted 40 years.

"I think that the way I would characterize the end of the conflict is when we feel that there are not effective global terrorist networks functioning in the world that these people would be likely to go back to and begin again their terrorist activities," **Rumsfeld** said. "I suppose that will be something that the president would make a judgment on, as to when it was over."

Some of the 300 **detainees** being held at Guantanamo Bay Naval Base in Cuba and 200 in Afghanistan could be returned to their home countries or face a special U.S. **military tribunal,** a **military** court, or even criminal charges in U.S. court.

Prisoners at Guantanamo staged a hunger strike for several days in February in part to protest their murky legal future, according to U.S. Southern Command.

"I can assure you, the United States does not want to keep any of them any longer than we have to," **Rumsfeld** said.

Since the war in Afghanistan continues, **Rumsfeld** seems to consider the matter moot.

"We're not past our deadline or our due date," he said. Content: 02001000 02004000 02005000 02006000 11001000 11002000 11004000 11007000 11014000 11015000 16001000 16002000 16009000 16010000

LOAD-DATE: March 29, 2002

◀ prev Document 15 of 389 next ▶

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snowflake

Action
B 01/04
0910

January 3, 2002 8:25 AM

Done
1/19
1100

TRANSCOM

TO: Steve Cambone

FROM: Donald Rumsfeld DR.

SUBJECT: TRANSCOM Report

What is John Handy talking about in this memo—please see the paragraph I have circled.

Thanks.

Attach.
12/31/01 CINCTRANS Quarterly Report to SecDef

DHR:dh
010302-2

Please respond by _____

3 Jan 02

snowflake

January 3, 2002 8:25 AM

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: TRANSCOM Report

What is John Handy talking about in this memo—please see the paragraph I have circled.

Thanks.

Attach.
12/31/01 CINCTRANS Quarterly Report to SecDef

DHR:dh
010302-2

Please respond by _____

U22380 /03

SECDEF HAS SEEN

JAN - 3 2002

UNITED STATES TRANSPORTATION COMMAND
508 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-5357

31 December 2001

MEMORANDUM FOR THE SECRETARY OF DEFENSE

FROM: USCINCTRANS

SUBJECT: CINC's Quarterly Report to the SECDEF (1 OCT - 31 DEC 01)

1. I am pleased to say that the great team at USTRANSCOM continues to impress me with their ability to support Operation ENDURING FREEDOM, while simultaneously attending the myriad of other DOD transportation needs worldwide. In CONUS, we are averaging 28 daily tanker missions refueling 85 receivers for NORAD, and 42 C-130 aircraft are on alert for taskings in support of homeland defense. In other key operations, we've redeployed BRIGHT STAR forces from Egypt and rotated US Bosnia, Kosovo, and Southwest Asia peacekeepers. Following are a few additional highlights I would like to share with you.

2. Anti-Terrorism/Force Protection. Last quarter's report outlined our plan to provide military security escorts for sensitive munitions truck shipments, such as missiles and explosives. Active and Reserve elements began security escorts of CONUS commercial munitions trucking carriers on 25 October. The increased security operation is working well with over 300 shipments and 450,000 miles completed to date.

3. Defense Logistics Transformation. Your push for fresh ideas and transformation is right on target. The present environment provides an excellent opportunity for defense logistics transformation as well. I feel strongly that there is a need to integrate strategic transportation and wholesale supply functions (DLA) under a single manager. The sustainment of our forces in peace and war is critical. The supply chain must be managed appropriately. Proper management will result in more efficient and effective service by eliminating functional seams and by flattening command structures. As a result of recent discussions, I volunteered USTRANSCOM to chair a look at this issue with a critical top-down scrub. Our proposed outcome would be a transformed, integrated organization, aligned under a CINC--capable of streamlining shared processes in support of the warfighters. I sincerely appreciate your support for this concept.

4. I am honored to be on your team, and especially, to be part of a world-class organization like USTRANSCOM.

VR -

John W. Handy

JOHN W. HANDY
General, USAF
Commander in Chief

cc: CJCS

Printed on recycled paper

snowflake

January 4, 2002 8:10 AM

381

SUBJECT: Discuss w/Myers

I want to talk to Dick Myers about the possibility of changing doctrine, so that the military can go right in directly with the CIA, rather than after they are in there. We could possibly detail someone from the military to the CIA, so that they can perform under CIA's funding with respect to dollars. If you did so, you might need a slightly more senior Special Forces person in their 40's instead of their 30's.

DHR:dh
010402-12

4 Jan 02

U22381 /03

snowflake

January 7, 2002 9:02 AM

TO: Torie Clarke

FROM: Donald Rumsfeld DR

SUBJECT: Allegations

Afghanistan

Marc Herold of the University of New Hampshire talks here about thousands of Afghan civilians being killed. Why don't we get someone looking into that.

Thanks.

Attach.
01/03/01 *Toronto Globe and Mail*, Campbell, "Thousands of Afghans Likely Killed in Bombings"

DHR:dh
010702-12

Please respond by _____

7 Jan 02

U22382 /03

Toronto Globe and Mail
January 3, 2002
Pg. 1

Thousands Of Afghans Likely Killed In Bombings

By Murray Campbell

The Afghan village of Qalaye Niazi vanished in a rain of bombs, with only craters, remnants of mud walls and scraps of flesh and hair to show that it once existed.

The people who used to live there say as many as 107 civilians died when U.S. warplanes, including a B-52 bomber, swooped down early Sunday.

The Pentagon says the village in eastern Afghanistan was a haven for al-Qaeda and Taliban loyalists and that, in any event, the estimate of the number of casualties is "unfounded."

Such conflicting information has been a staple of the three-month-old Afghan war and, critics say, has served to obscure the toll exacted from civilians.

There is no agreement yet about how many ordinary Afghans have died from the U.S.-led bombardment, but one American academic estimates that the toll stands at 4,050 — surpassing the number of people killed in the Sept. 11 terrorist attacks in the United States. The Pentagon has played down the number of civilian dead, dismissing many early reports as Taliban exaggerations.

The bombing campaign is controversial in Afghanistan, with some members of the interim government suggesting it be stopped. Washington has given that idea a chilly reception, and Afghan leader Hamid Karzai said this week the bombing must continue, to "finish terrorists completely." But he also said he plans to raise the issue of civilian deaths with U.S. officials.

The bombing campaign remains largely uncontroversial in the United States, where President George W. Bush's war on terrorism enjoys strong support.

Marc Herold, a University of New Hampshire economics professor who has monitored the military campaign, said that U.S. officials have once again demonstrated their ability to manage the news and that mainstream American media outlets have also shown their willingness to be managed.

"It's been a concerted effort to keep this kind of news off the front pages," he said Wednesday in an interview. "The record of the Bush administration is pretty clear: This is a non-topic."

Prof. Herold has gathered media reports (many of them unverified) from around the world for his estimate that 4,050 Afghan civilians have been killed in the bombing. Other organizations, whose monitoring has been less rigorous, offer lower figures.

Human Rights Watch, a U.S.-based organization, offers a rough estimate of at least 1,000 civilian deaths, while the Reuters news agency said Wednesday that perhaps 982 people have died in 14 incidents where non-military targets were hit by bombs.

Prof. Herold's estimate, updated to include Qalaye Niazi and four other recent incidents, follows his

11-L-0559/OSD/13508

initial calculation three weeks ago that 3,767 Afghan civilians had died since the first bombs fell on Oct. 7 — an average of 62 civilians a day.

He said he decided to study the effects of the bombing because he suspected that modern weaponry is not as precise as it is advertised to be, and because he found hardly any mention of civilian casualties in the American media.

He noted there have been news reports that Washington was spending millions of dollars to buy exclusive rights to accurate satellite images of the areas under bombardment.

"Preventing the images of human suffering caused by the U.S. bombing from reaching U.S. audiences creates precisely what the Pentagon and Bush seek — a war without witnesses," Prof. Herold said.

He believes the civilian death toll is the inevitable result of the U.S. decision to drop bombs weighing from 225 to 900 kilograms in Afghanistan's urban areas, where military installations were located. He argued that the military sites were put in urban areas by Soviet commanders years ago, not by the Taliban wanting to use civilians as shields.

"The critical element remains the very low value put upon Afghan civilian lives by U.S. military planners and the political elite," Prof. Herold added.

Sidney Jones, Human Rights Watch's Asia director, suggests there are several reasons for the muted reaction to the Afghan civilian toll.

The bombing campaign is no longer getting the attention it once did because other Afghan topics — the rebuilding of the country and the hunt for Osama bin Laden — crowd the news agenda, she said.

And the reaction in other Islamic countries, notably Indonesia, has been less severe than anticipated because Mr. Karzai and other government leaders have been judged to be good Muslims, and because the Taliban have come to be seen as repressive, Ms. Jones said.

In October, a group of Western aid agencies called for a pause in the bombing to allow food to be delivered safely to Afghans but that call, which was ignored, has not been renewed.

Ms. Jones said her group, which documented the killing of at least 25 people in an Oct. 22 attack on the village of Chowkar-Karez, did not follow the aid agencies' lead because it did not want to be seen as saying that bombing is always illegitimate.

"We did want to say that bombing has to be in accordance with international humanitarian law — doing everything necessary to protect civilians," she said.

Human Rights Watch has not investigated last weekend's bombing of Qalaye Niazi but it did probe a November attack in the same region and concluded that the Pentagon's insistence that Taliban fighters were in the area was faulty.

11-L-0559/OSD/13509

snowflake

January 14, 2002 9:38 AM

311

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: Information Superiority

I found this memo in my papers. Why don't you take a look at it and tell me what we ought to do with it, if anything.

Thanks.

Attach.
05/08/01 "Building a Communication Foundation for Information Superiority"

DHR:dh
011402-20

Please respond by 01/21/02

14 Jan 02

U22383 /03

snowflake

ACTION 1116 1740

January 14, 2002 9:38 AM

ACTION complete 1116 1740

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: Information Superiority

I found this memo in my papers. Why don't you take a look at it and tell me what we ought to do with it, if anything.

Thanks.

Attach.
05/08/01 "Building a Communication Foundation for Information Superiority"

DHR:dh
011402-20

Please respond by 01/21/02

U22383-03

01/16/02 1:30 PM

MEMORANDUM FOR THE SECRETARY OF DEFENSE

FROM: Steve Cambone JAN 16 2002

SUBJECT: Information Superiority

This is in reply to the attached memo from you. It included a one page paper, "Building a Communications Foundation for Information Superiority."

John Stenbit is responsibility for the actions outlined in the numbered paragraphs at the bottom of the left hand column.

- Numbered para. 1 proposes a new program "using optical techniques in space and the ground fiber network." This is precisely what Stenbit has proposed and has been requested in the FY 03 budget.

- Numbered para. 2 outlines one approach to assuring interoperable communications. You might ask Stenbit for his views; I think he thinks the C3I is the organization described.

The full paragraph at the top of the second column is similar to the approach favored by Stenbit, Roche and Aldridge. The FY 03 budget proposes spending significant sums on both systems and network infrastructure to support their approach.

As part of the Defense Planning Guidance for FY04, we will address information operations. When I brief you on the draft elements of the DPG 04 we can consider how to capitalize on our FY 03 budget decisions.

SECDEF HAS SEEN

Building a Communications Foundation for Information Superiority

JAN 1 4 2002

The MITRE C3I FFRDC
8 May 2001

The last decade has seen enormous strides in the deployment of advanced sensors, ultra-high speed computing systems and modernized forces within the national security community. Due to the decline in US force structure and forward deployment of forces on international soil, we are now fully dependent on the "force multipliers" gained from information superiority and precision warfare. However, the use of these remarkable sensor, computing and weapon capabilities requires a new and largely invisible foundations which we have not yet built: high capacity, robust, secure pervasive communications. Repeated studies have shown that ***we can deploy only a quarter to a tenth of the needed capacity, with more than 95% of this being unprotected against simple adversary counter-measures. Remedying this situation is in the critical path for further advances in space and ground sensing, and network centric warfare.***

Fortunately, the technology to remedy the situation already exists. Deploying this technology would require the Defense and Intelligence communities to:

(1) consolidate efforts and share technologies across the Defense and intelligence communities, and build critical mass in a smaller number of modified programs; the key is a new program, one using optical techniques in space and the ground fiber network, All aspects have been demonstrated in R&D efforts.
(2) re-organize and designate a single DoD/IC acquisition authority for warfighting communications networks and establish a Joint operating command for deployed communications.

The objective system would probably feature ***a consolidated SATCOM system, operating at EHF and optical frequencies, with internal and external cross-links*** to space, ground and airborne sensors, and airborne communications relays. A small number ***of large-aperture UHF satellites*** would address moderate capacity needs of tactical ground forces operating in foliage and urban areas. ***Airborne communications relays*** would provide regional high-capacity, robust trunks and regional extension of today's short-range tactical radios. ***A consolidated, DoD / IC global ground network*** would permit capacity-sharing and cost savings. Finally, using ***Internet-Protocol equipped gateways*** at key Joint Tactical Radio System and satellite terminals would provide interoperability.

An integrated national security network based on the elements described above would offer 10 to 100 times the capacity of today's systems, with proportionate improvements in robustness and interoperability. It would enable situation awareness, the key to joint command and control, support reach back to CONUS capability to reduce forward deployed footprint, provide the bandwidth necessary for shared intelligence and surveillance, and provide significant capability to tactical units on the ground which are now viewed as "disadvantaged users".

The challenge for the national security community is organizing and prioritizing resources to build this needed foundation for "information superiority", working across current organizational a programmatic boundaries.

snowflake

Action DS 1/16 1815

January 14, 2002 12:13 PM

092

TO: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Mil-to-Mil Legislation

Let's make sure on the way ahead that we add the need for legislation on mil-to-mil relationships with certain countries.

Thanks.

DHR:dh
011402-36

Please respond by 01/16/02

14 Jan 02

U22384 /03

1/15 0900
~~snowflake~~

Action 1/16 1818 JS

January 14, 2002 12:16 PM

TO: Larry Di Rita

CC: Steve Cambone

FROM: Donald Rumsfeld

SUBJECT: Meetings w/Former Commissions

We may want to invite the Ballistic Missile Threat Commission and the Space Commission in again sometime in the next quarter.

Thanks.

DHR:dh
011402-38

Please respond by 01/21/02

Larry Di Rita
1/22

334

14 JAN 02

U22385 /03

snowflake

January 14, 2002 2:00 PM

Done 2/15 0830

TO: Steve Cambone
Rich Haver

FROM: Donald Rumsfeld DR

SUBJECT: Intelligence Authorization Act

350.09

Here is a memo from Haynes that appears not to have been copied to you. What should we do about it, if anything?

Thanks.

Attach.
08/01/01 GC memo to SecDef, Objectionable Provisions in Proposed Intelligence Authorization Act for FY 2002 [U13305/01]

DHR:dh
011402-47

Please respond by 01/21/02

1/16 - Asked Haver to check status.

2/15 0830 DS

RESPONSE ATTACHED

V/R L

14 JAN 02

U22387 /03

NOTE FOR SECRETARY OF DEFENSE

FROM: Steve Cambone FEB 14 2002

SUBJECT: DCI Legislative Proposal Status

You asked the status of a DCI legislative proposal to transfer authority for acquisition policy and processes for DoD intelligence activities funded within the National Intelligence Program. (See attached.) **The Office of Management and Budget did not clear the proposal.**

snowflake

5:47 PM

Dave 1/28/0647 PS

TO: Paul Wolfowitz

CC: Gen. Richard Myers
Dov Zakheim

FROM: Donald Rumsfeld DR

Larry Di Rita

DATE: January 15, 2002

SUBJECT:

320.2

I think we ought to be careful about allowing in-strength increases. I sense from something you said that there is a move afoot to do that. I think we ought to use the pressure for greater in-strength to use it to reduce the things we are doing here in Washington and in the world that we ought not to be doing, and keep pulling down forces around and getting exit clauses into anything that we agree to do for homeland security.

Thank you.

1/23
Zakheim Response attached.
DiRita

Larry Di Rita

DHR/azn
011502.02

Please respond by: _____

15 Jan 02

U22388 /03

EYES ONLY

INFO MEMO

January 18, 2002 12:20 p.m.

FOR: SECRETARY OF DEFENSE

FROM: Dov S. Zakheim

SUBJECT:

When the Air Force approached me (at the eleventh budget hours) to insert an increase of 7000 in the FY 03 budget, I stalled them by suggesting that it was unwise to play "bait and switch" with OMB.

As you may recall from our discussion at the staff meeting this week, I suggested that Dave Chu review all end-strength increases, and report back next month. At issue, I believe, is our expected use of reserves over the long term. If we expect to need Reserves for the longer term, they will have to be replaced by active forces. That does not, however, necessarily mean end-strength increases. I have taken the liberty of discussing this matter with Dave Chu.

COORDINATION: NONE

Cc: Deputy Secretary of Defense
General Myers

EYES ONLY

snowflake

January 17, 2002 2:47 PM

TO: Jim Haynes

FROM: Donald Rumsfeld

SUBJECT: Return of Detainees

What policy do we have as to when we move detainees back to Pakistan or back to their own countries? Please get me an organized paper that shows how we want to do it for each country.

Thanks.

DHR:dh
011702-2

Please respond by _____

383.6

17 JAN 02

U22389 /03

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

10 JAN 2007

MEMORANDUM FOR CHAIRMAN, DEFENSE SCIENCE BOARD

SUBJECT: Terms of Reference—Defense Science Board Task Force on Intelligence in Support of the War Against Terrorism

You are requested to establish a Defense Science Board (DSB) Task Force to identify capabilities, technologies and approaches for strengthening intelligence in support of the war against terrorism. The intelligence capabilities of the United States have been called into question as a result of recent attacks on the United States. Although highly capable in many domains, the Intelligence Community has not displayed sufficient capabilities in certain areas. The Task Force should specifically address capabilities and approaches for achieving early indications and warning of terrorist capabilities and intentions, providing effective operational and tactical intelligence in support of crisis operations against terrorists, and the capability for attribution of attackers, should a terrorist event occur. The Task Force should specifically consider promising new capabilities facilitated by recent changes in statutes (e.g., Combating Terrorism Act of 2001).

Like where

This Task Force should consider intelligence support for: (1) shaping events so that terrorist events are much less likely to occur; (2) concepts, approaches, systems and technologies that could facilitate the United States in prevailing militarily against terrorists and other transnational actors; and (3) concepts, approaches, systems and technologies attribution of attackers, should a terrorist event occur. Explicit attention should be paid to assessing the feasibility of tracking and monitoring people, equipment and materials required by terrorists, even if the same capabilities are in use for commercial and military purposes, and developing cueing mechanisms to identify intervention points.

The Task Force should also investigate global, interactive data resources for use in supporting the war on terrorism. Many rich open sources are available with no system to make such data operationally useful. Large databases can contain individually unimportant clues of terrorist activities which, when properly filtered and correlated, can provide useful intelligence on terrorist activities, particularly when augmented by data from specific intelligence sources. Interesting data resources might include proliferated cameras around the country with facial feature recognition and tracking, widely collected biometric data from a variety of sources and data from tracking of vehicles through various means such as from license plate readers and trackers.

The Task Force should begin by identifying actionable recommendations that can be implemented now and provide near-term value (the next six months) as well as recommendations that can be implemented now and provide value in six months to three years. The Task Force should provide its initial thoughts on such nearer term recommendations within three months. The final report should include recommendations that require investments from the FY 03-08 Future Years Defense Program.

The study will be co-sponsored by the Under Secretary of Defense (Acquisition, Technology & Logistics) and the Assistant Secretary of Defense (Command, Control, Communications & Intelligence). Dr. Joe Markowitz and ADM Bill Studeman, USN (Ret.), will serve as the Task Force Co-Chairmen. Mr. R.C. Porter will serve as the Executive Secretary and CDR Brian Hughes, USN, will serve as the Defense Science Board Secretariat representative.

The Task Force will be operated in accordance with the provisions of P.L. 92-463, the "Federal Advisory Committee Act," and DOD Directive 5105.4, the "DoD Federal Advisory Committee Management Program," It is not anticipated that this Task Force will need to go into any "particular matters" within the meaning of Section 208 of Title 18, U.S. Code, nor will it cause any member to be placed in the position of acting as a procurement official.

E. C. "Pete" Aldridge, Jr.

snowflake

January 23, 2002 2:43 PM

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: Special Ops Issues

10.01

Let's try to make sure that what Charlie Holland didn't get in the '03 budget, we get in somehow with the plus ups we have gotten.

He mentioned something interesting—that transformation from his standpoint can also be tactics, techniques and procedures and the use of night vision goggles in circumstances that had not previously been done.

It seems to me that is a useful comment that should be put into speeches, testimony and memos for the President. Would you please see that that happens?

Thanks.

DHR:dh
012302-16

Please respond by 02/01/02

23 JAN 02

U22391 /03

snowflake

January 28, 2002 3:03 PM

TO: Torie Clarke
CC: Larry Di Rita
FROM: Donald Rumsfeld DR

SUBJECT: Plan

We talked today with Vin about the message and educating. Ari Fleischer brought it up with me this afternoon and said he thought it was extremely important.

I think we need to have a session where we sit down and each fashion what it is we want the message to be over the coming ten days and then do this repeatedly throughout the year, so we have put some thought into it instead of just going down there and winging it. We need themes.

Thanks.

DHR:dh
012802-22

Please respond by 02/04/02

U22392 /03

snowflake

1/29

January 28, 2002 8:17 AM

Done 2/6 1325

TO: Torie Clarke

FROM: Donald Rumsfeld

SUBJECT: Mary Robinson

Please get me the exact words that Mary Robinson said. There have been two particularly bad sets of comments by her.

When we get them, I want to send them to Nick Brady with a note that says, "Nick, here are some quotes from our mutual friend, Mary Robinson."

Thanks.

DHR:dh
012802-11

Please respond by 02/01/02

Sharon - Please make a copy of the package, including the Sec Def Sam'd letter to Brady, and give back to me. T

U22393 /03

ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-1400

PUBLIC AFFAIRS

UNCLASSIFIED

ACTION MEMO

January 29, 2002, 3:08 PM

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: Torie Clarke, ASD, Public Affairs

SUBJECT: Action Memo

- Sign the attached letter (TAB A) to Honorable Nicholas F. Brady.
- The letter and attachments are in response to your request.

RECOMMENDATION: SecDef sign letter at TAB A.

COORDINATION: NONE

Attachment:
As stated

Prepared by: LtCol Vic Warzinski, (b)(6)

UNCLASSSIFIED

11-L-0559/OSD/13531

THE SECRETARY OF DEFENSE
WASHINGTON

The Honorable Nicholas F. Brady
Darby Advisors, Inc.
P.O. Box 1660
Easton, MD 21601

Dear Nick,

Here are some quotes from our mutual friend, Mary Robinson.

Best regards,

Enclosure

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ireland.com THE IRISH TIMES

sign up now for that unique e-mail address at ir

Tuesday, January 29, 2002

Breaking News

15:07 Al-Qaeda regrouping in east Afghanistan - warlord

THE IRISH TIMES

DUBLI
WEAT
10 - 1
and W

Carrying the human rights torch through a bleak time

THE VINCENT BROWNE INTERVIEW/Mary Robinson: The interview took place in the Chaplain's Office in the Arts Block in University College, Dublin, on Friday of last week. She had just addressed the largest audience I have ever seen in a theatre in UCD - a meeting of the new Third World Society

Ms Mary Robinson

She had spoken without notes fluently, passionately, humorously and then took some questions, responding openly and warmly. She appeared more relaxed and easygoing than for many years.

In the course of that address, she said "the world is an appalling place". She went on to say she would have liked to have included the "F" word in there somewhere but it perhaps would be inappropriate for her, given her position. The students loved it, perhaps because it was so surprising coming from her.

Mary Robinson is a different person from the President Robinson of five years ago. She knows more, has seen more and been radicalised by that.

She is more passionate, more focused, more fluent (the hesitancies in her delivery have much diminished and the hand gestures are less strained), she is more interesting. It would have been impossible to conceive of President Robinson ever considering the use of the "F" word.

Although pronouncements from the UN High Commissioner for Human Rights do not much reverberate in the major corridors of power, she has brought a moral stature to the office which has won attention especially from people working in non-governmental organisations (NGOs) and in sections of the media.

I first knew Mary Robinson when we were both at university, she at Trinity and I at UCD. Her best friend from her school days stayed in the same digs as I did and Mary Burke (her maiden

11-L-0559/OSD/13533

a challenge to get through the mine field to Cuba and then perhaps Cuba would provide some respite, which seems very unlikely. Or to flee to the water, which as many Cubans and Haitians have tried in the past, can be a horribly difficult challenge, even if you have moderate resources, which these people do not.

VERJEE: Patrick Moore, a military historian, speaking to us from the University of West Florida in Pensacola, Florida. Thank you for being with us, Patrick.

What are the international obligations of the United States? We'll speak to the United Nations high commissioner for human rights, Mary Robinson.

Please stay with Q&A.

(COMMERCIAL BREAK)

VERJEE: 80 Taliban and al Qaeda fighters are being held at Camp X-ray in Cuba. Are they prisoners of war or detainees? And why does it matter?

United Nations high commissioner for human rights, Mary Robinson, joins us on the phone from Dublin in Ireland.

Ms. Robinson, why is it so important that they're called prisoners of war?

MARY ROBINSON, UN HIGH COMMISSIONER FOR HUMAN RIGHTS: It's important because it gives them the full protection of the Geneva Conventions and also the International Covenant for Civil and Political Rights, which the United States ratified in 1992.

And I think it's important because the Bush administration and President Bush himself made clear from the beginning, and this is important, that the objective was to bring the perpetrators to justice.

And it's very important for the United States to stand by the standards of international human rights and humanitarian law, which we have built up over 50 years, and to see these standards as being the positive gain that terrorism will not deflect us from.

So one way to combat terrorism is to be really sure and hold to your standards. And under the Geneva Conventions, if there is any doubt about whether a prisoner qualifies for prisoner of war status, under Article V that should be determined by a tribunal.

And it's just very significant for gaining the minds and hearts of young people in particular who are following this very closely all over the world. My office is being asked, you know, are the rules changing.

11-L-0559/OSD/13534

UN official says US-held Taliban, Al Qaida suspects deserve legal protection

Mary Robinson

16 January – The top United Nations human rights official today underscored that international legal protections apply to suspected terrorists being held by the United States.

In a statement released in Geneva, the UN High Commissioner for Human Rights, Mary Robinson, referred to recent reports concerning the transfer of dozens of Taliban and Al Qaida prisoners from Afghanistan to the US Naval Base in Guantanamo Bay, Cuba. "The reports include allegations about the manner in which the prisoners were transported and the conditions in which they are being detained," she said.

The High Commissioner noted that detailed information on those specific allegations was not yet available. "I am aware that there are a number of legal issues and these are under active consideration by the US authorities," she said, adding, "I am also aware that the International Committee of the Red Cross will have access to the prisoners and that there will be consular access."

At the same time, Mrs. Robinson recalled that international legal obligations should be respected, pointing out that the detained suspects were entitled to the protection of international human rights law and humanitarian law.

The legal status of the detainees, and their entitlement to prisoner-of-war status, if disputed, must be determined by a competent tribunal, in accordance with the provisions of the Third Geneva Convention, she said.

The High Commissioner also emphasized that the detainees "must at all times be treated humanely," consistent with the provisions of the International Covenant on Civil and Political Rights and the Geneva Conventions, and that any possible trials "should be guided by the principles of fair trial, including the presumption of innocence" provided for in those

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11-L-0559/OSD/13535

Press Release

16.01.02

STATEMENT OF HIGH COMMISSIONER FOR HUMAN RIGHTS ON DETENTION OF TALIBAN AND AL QAIDA PRISONERS AT US BASE IN GUANTANAMO BAY, CUBA

The following statement was issued today by United Nations High Commissioner for Human Rights Mary Robinson:

«According to recent reports, 30 Taliban and Al Qaida prisoners from Afghanistan arrived at the United States Naval Base in Guantanamo Bay, Cuba, on 14 January, 2002, to join a first group of 20 prisoners transferred from Afghanistan starting on 11 January. The reports include allegations about the manner in which the prisoners were transported and the conditions in which they are being detained.

Detailed information on these specific allegations is not yet available. I am aware that there are a number of legal issues and these are under active consideration by the US authorities. I am also aware that the International Committee of the Red Cross will have access to the prisoners and that there will be consular access.

It is appropriate to recall that there are international legal obligations that should be respected. In particular, I would like to recall that:

· All persons detained in this context are entitled to the protection of international human rights law and humanitarian law, in particular the relevant provisions of the International Covenant on Civil and Political Rights (ICCPR) and the Geneva Conventions of 1949.

· The legal status of the detainees, and their entitlement to prisoner-of-war (POW) status, if disputed, must be determined by a competent tribunal, in accordance with the provisions of Article 5 of the Third Geneva Convention.

· All detainees must at all times be treated humanely, consistent with the provisions of the ICCPR and the Third Geneva Convention.

· Any possible trials should be guided by the principles of fair trial, including the presumption of innocence, provided for in the ICCPR and the Third Geneva Convention.»

11-L-0559/OSD/13536

UNITED NATIONS HIGH COMMISSIONER
FOR HUMAN RIGHTS

Boston, 6 January 2002

JOHN F. KENNEDY LIBRARY AND FOUNDATION
SPECIAL PROGRAM SERIES: RESPONDING TO TERRORISM

"PROTECTING HUMAN RIGHTS: THE UNITED STATES, THE UNITED NATIONS, AND THE WORLD"

by
Mary Robinson,
UN High Commissioner for Human Rights

INTRODUCTION

It is an honour to return to the John F. Kennedy Library to participate in the Forum, Responding to Terrorism. The Forum is a valuable initiative taken by the Library in the aftermath of the terrorist attacks of 11 September, and a number of distinguished contributors have taken part in the series to date covering a wide range of expertise and insights.

It is also a particular pleasure to return to Boston the city so close to my alma mater Harvard. I have fond memories of studying at the Law School and of returning on many visits to Boston and Cambridge over the years. My proudest moment was when I unveiled, on behalf of the people of Ireland, a statue commemorating the Irish potato famine in a lovely corner of Cambridge Common. Somehow it seemed to round off well the cycle of the history of the Irish in this area.

It was at Harvard I learned of America's experience of constitutionalism, its belief in the rule of law, in democracy, and in rights and freedoms, and how these values have shaped the identity of the United States as a country and as a people. That inheritance has had abiding influence on many countries, including my own. It had a defining influence on the international human rights cause, a cause furthered by the United Nations Charter and the Universal Declaration of Human Rights over a half-century ago.

Since that time a rich and extensive body of international law directed at bettering the human condition has been agreed on by states, including the numerous developing countries who were to achieve their independence with the support of the United

11-L-0559/OSD/13537

snowflake

January 31, 2002 10:22 AM

SUBJECT: Detainees-II

I want to keep things moving.

We ought to leave as many with the Afghans and the Pakistanis as we can.

We ought to figure out the countries we are willing to send them back to and start getting those people interrogated first and then get them back. That includes Egypt, Jordan, Turkey and Saudi Arabia.

We ought to figure out the other countries we are willing to send back to, such as Australia, UK, and France and get those out of there.

We ought to keep moving people around, so they don't end up organizing and doing the kinds of things that can cause us trouble, lawsuits and the like.

DHR:dh
013102-4

U22394 /03

snowflake

February 13, 2002 10:54 AM

TO: Steve Cambone

FROM: Donald Rumsfeld DR

SUBJECT: National Military Strategy

Why don't we write the National Military Strategy now, so that it can fit with the National Security Strategy? Please see this note.

Thanks.

Attach.
02/12/02 SecDef memo re: Strategic Plan [021201-15]

DHR:dh
021302-11

Please respond by 03/01/02

U22395 /03

snowflake

February 12, 2002 12:19 PM

TO: Gen. Myers

FROM: Donald Rumsfeld DR

SUBJECT: Strategic Plan

General Keane mentioned a national military strategic plan—what is that?

Also, what is IRR?

Thanks.

DHR:dh
021202-15

Please respond by 02/21/02

2/12

SECDEF—
IT'S A NATIONAL MILITARY STATEGY WHICH IN THE PAST HAS BEEN WRITTEN FOLLOWING A RELEASE OF A NEW NATIONAL SECURITY STRATEGY.

U03922 /02 V/REG

snowflake

SECRET

UPON REMOVAL OF ATTACHMENT(S) DOCUMENT BECOMES UNCLASSIFIED

NOFORN//X1

February 25, 2002 9:34 AM

TO: Steve Cambone

FROM: Donald Rumsfeld

SUBJECT: Deterrence

Please take a look at this CIA report and tell me if you think there is anything there that we have missed in our work on the QDR, Defense Planning Guidance or Marshall paper.

Thanks.

Attach.
02/02 CIA Report: "Strategic Perspective: New Complexities in Deterring US Adversaries in a Post-Cold War World" OTI SP 2002-002

DHR:dh
022502-16

Please respond by 03/15/02

U22396 /03

SECRET

UPON REMOVAL OF ATTACHMENT(S) DOCUMENT BECOMES UNCLASSIFIED

snowflake

February 25, 2002 12:48 PM

Done 3/6

TO: Jim Haynes

CC: Doug Feith

FROM: Donald Rumsfeld DR

SUBJECT: Military Commission

I need a briefing paper on what venue we want to use for a military commission, what the priorities are, and what the arguments are, pro and con.

Thanks.

DHR:dh
022502-33

Please respond by 03/15/02

3/6 -

SecDef -

We are meeting with you to discuss some outstanding tribunal issues on Friday, 3/8.

D.H.t.

U22397 /03

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

GENERAL COUNSEL

INFO MEMO

March 4, 2002; 7 p.m.

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel WJ Haynes 3/5/02 (USD(P) Feith Concurs)

SUBJECT: Venue for Military Commissions

- You asked for "a briefing paper on what venue we want to use for a military commission, what the priorities are, and what the arguments are, pro and con."
- I recommend that detainees captured outside the United States who are to be tried by military commissions should be tried at Guantanamo (GTMO).
- Background. In December 2001, you decided that DOD detainees within the United States, if any, would be detained in the Naval Consolidated Brig at Charleston, SC. You also decided that GTMO would serve as the location for long-term detention of detainees captured outside the United States.
  - The fact that courts are less likely to permit legal challenges to detention and trials in cases where DOD holds detainees captured overseas in a facility that is outside the United States was one factor in my recommendation that you select GTMO as a detention site.
  - The United States District Court in Los Angeles on February 21st issued a ruling that supports your decision to select GTMO. The Court dismissed a lawsuit filed on behalf of the detainees, holding that no Federal court has jurisdiction to hear challenges by the detainees at GTMO.
- Pros and Cons. Following are pros and cons on the possibility of holding military commission proceedings within the United States (e.g., in Charleston) for detainees captured outside the United States:

Pros:

  - Relieves facility burden in GTMO; and
  - Simplifies some of the logistical problems associated with conducting trials at GTMO.

Cons:

- Increases chance that courts will take jurisdiction over habeas corpus petitions on behalf of detainees;
- Increases chance that courts will require the use of certain constitutional due process standards that are not provided by the proposed military commission procedures (e.g., the right to unanimous jury verdicts or the right to confront witnesses);
- Increases chance that courts will hold that the provisions of international treaties such as the Geneva Conventions or the International Covenant on Civil and Political Rights apply to the detention and trial of the detainees;
- Potential to attract terrorist attacks (access to GTMO is more easily controlled); and
- Additional resources would be required to maintain two detention facilities.

- Although the Department of Justice believes that legal challenges to military commissions held in the United States would not ultimately prevail, countering such legal challenges could consume significant legal resources, could delay military commission proceedings significantly, and could compromise our ability to maintain long-term detention.
  - If such challenges were to prevail, courts could hold that only Federal courts may be used to try detainees.
- Because of the significant legal disadvantages in bringing detainees to the United States either for trial by military commission or for detention, I do not recommend that DOD hold military commission trials in Charleston (or elsewhere in the United States) for any detainees who were captured outside the United States and who are currently detained at GTMO.
- Any detainees captured in the United States are more likely to be able to challenge their detention and trial, even if detained and tried outside the United States. Accordingly, it may be appropriate to hold military commission trials at Charleston in such cases.

COORDINATION: TAB A

11-L-0559/OSD/13544

COORDINATION

Venue for Military Commissions

USD(P)	Mr. Feith	March 4, 2002

snowflake

February 26, 2002 7:24 AM

Done 4/5

TO: Larry Di Rita

FROM: Donald Rumsfeld DR

SUBJECT: Northern Command

I would like to decide the location for the Northern Command and I want to do it soon. We are not going to build a whole new location someplace like Kernan is talking about. That is nuts.

Please put some pressure on that.

Thanks.

DHR:dh
022502-61

Please respond by 03/08/02

U22398 /03

snowflake

February 26, 2002 2:05 PM

TO: Steve Cambone

FROM: Donald Rumsfeld

SUBJECT: Studies

Please make sure I get briefed on any of these studies that you think make sense.

Also, if any of them are good, we ought to thank the people and tell them they are good. If they are not, we ought to visit with them about that. Furthermore, if they are not helpful from the standpoint of transformation, we will learn something about the people who are involved, and that will be helpful in selecting people for future assignments.

Thanks.

Attach.
02/25/02 DASD(Strategy) info memo to SecDef re: Status of Studies

DHR:dh
022602-18

Please respond by 03/01/02

U22399 /03

OFFICE OF THE UNDER SECRETARY OF DEFENSE
2000 DEFENSE PENTAGON
WASHINGTON, DC 20301-2000

POLICY

INFO MEMO

I-02/002873
February 25, 2002, 7:30 A.M.

FOR: SECRETARY OF DEFENSE

FEB 25 2002

THROUGH: PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE ~~FOR~~ SC
POLICY (Stephen A. Cambone)

FROM: Andy Hoehn, Deputy Assistant Secretary of Defense (Strategy), 614-0421 Burgess Laird for AH

SUBJECT: Status of Studies Tasked in FY03-07 Defense Planning Guidance.

- During the 22 February Senior-Level Review Group meeting, you asked to see a list of the studies tasked in the last Defense Planning Guidance. We have attached that list at TAB A, along with the status of each effort.
- The team building the FY04-09 Defense Planning Guidance has been monitoring each of these study efforts and has been using their inputs to construct the draft.

COORDINATION: NONE.

Attachments: as stated.

Prepared by: LtCol Kirk Yost, (b)(6)

11-L-0559/OSD/13548

FY03-07 DPG Studies and Reporting Requirements

Study or Plan Title	DPG Page	Final Report	Lead	Coordination	Status
Annual Guideline on Allocation Of Man-Days to Security Cooperation Efforts and SSC's	5	Mar-02	USD (P&R)	Combatant Commanders	Delayed to March 2003
Expansion of Reciprocal Training Arrangements with Foreign Countries	6	Mar-02	Secretaries of Military Depts., Combatant Commanders	USD (Comptroller)	Transferred to Theater Security Cooperation (TSC) Guidance
Revision of Theater Security Cooperation Plans	6	Apr-02	Combatant Commanders	USD (P) and CJCS	Awaiting publication of TSC guidance
Transformation Road Map (Service)	6	Annual - June	Military Departments	CJCS comments on joint integration	In work
Transformation Road Map (Defense Agencies)	7	Jun-02	Defense Agencies	Reviewed by Secretary of Defense	In work
JTF Headquarters Operating Procedures	8	Sep-02	CJCS	USCINCJFCOM	Transferred to JFCOM – delay to use results of SJTF HQ study
Plan for Establishing Standing JTFs	8	Mar-02	CJCS	Combatant Commanders	In work
Prototype for Standing JTF Headquarters	8	Mar-02	USCINCJFCOM (see Note 1)	Combatant Commanders	In work – briefed to SEC 21 Feb
Additional and Alternative AEF Operating Bases in CENTCOM	9	Mar-02	Secretary of the Air Force	USCINCCENT	In work – briefed to SEC 21 Feb
Contingency Basing Of Combat Aircraft in PACOM	9	Mar-02	Secretary of the Air Force	USCINCPAC	In work – briefed to SEC 21 Feb

11-L-0559/OSD/13549